



**Islamic Republic of Afghanistan
Kabul Municipality**



**KABUL MUNICIPALITY MASTER TRAINING PLAN
2011-2014**

MUNICIPAL MASTER TRAINING PLAN: 2011-2014

JULY 2011

LETTER FROM THE MAYOR

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LETTER FROM THE MAYOR

INTRODUCTION

List of Abbreviations

KM	Kabul Municipality
ICDL	International Computer Driver's License
PMI	Project Management Institute
CAT	Certified Accounting Technician
FMIS	Financial Management Information Software
RIAP	Revenue Improvement Action Planning
MCITP	Microsoft Certified Information Technology Professional
QAQC	Quality Assessment and Quality Control
GIS	Geographic Information System
GPS	Global Positioning Software
CAD	Computer Aided Drafting
GMIC	Government Media and Information Center

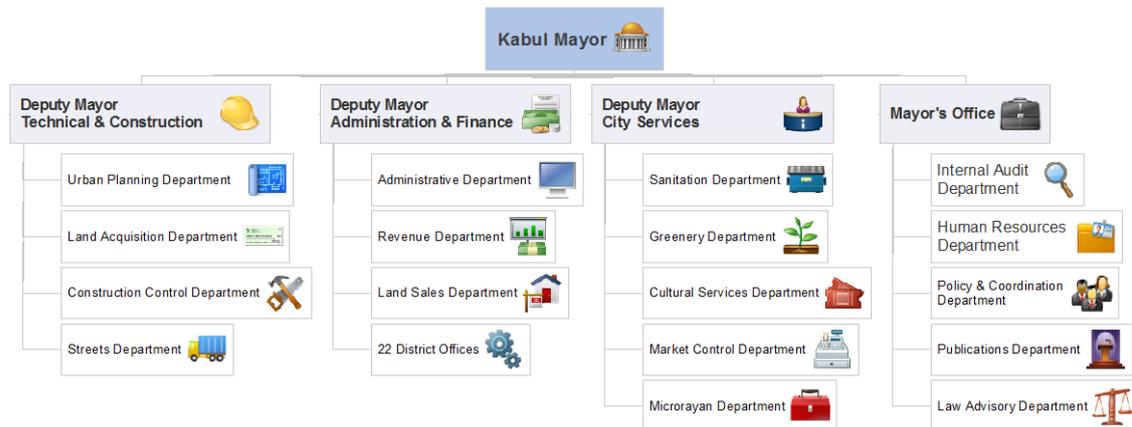
OVERVIEW OF KABUL MUNICIPALITY STRUCTURE AND FUNCTIONS

1. Municipal Goal

Kabul Municipality's primary goal is to improve municipal service delivery for the citizens of Kabul in accordance with the 1379/2000 *Law on Municipalities*. The *Kabul Municipality Master Training Plan 2011 - 2014* aims to support this goal through improved managerial and technical capacity of staff at all levels and in all departments.

2. Municipality Structure

Kabul Municipality is led by His Excellency the Mayor who is appointed by the President of Afghanistan. The Mayor is supported by three Deputy Mayors (Technical and Construction, Administration and Finance, and City Services) and 15 Departments, each led by a Director General, and a Legal Advisory Team which are responsible for policy development. Municipal programs and activities are implemented by 22 district offices, each led by a District Manager.



MANAGERIAL SKILLS BY POSITION

The *Master Training Plan* aims to improve the capacity of municipal staff to manage projects, tasks, and staff as appropriate for their rank and responsibilities. At the end of the program senior level staff should be able to efficiently guide projects to fulfill department objectives and support staff motivation; mid-level managers should be able to ensure projects are completed and teams work in coordination; and junior level staff should be able to complete assignments on time and work cooperatively with other members of their team.



1. Director General, Deputy Director General, District Manager, Deputy District Manager

Senior level staff would be provided with three years of management training as follows:

Core Competency	Year 1 Training	Year 2 Training	Year 3 Training
Can successfully direct and prioritize department activities; PMI Certified Project	<ul style="list-style-type: none"> Project Management Institute Introduction to 	<ul style="list-style-type: none"> Project Management for Senior Managers Computer Software for Senior Managers English 	

Manager	Project Management; • ICDL • English	
Can effectively direct, mentor, and motivate staff		• Executive Leadership; • Human Resource Policy for Senior Managers
Can effectively oversee department finances	• Budgets and financial tracking for Executives	• Tackling Corruption: Tools for Senior Managers

2. Directors and General Managers

Mid-level staff would be provided with three years of management training as follows:

Core Competency	Year 1 Training	Year 2 Training	Year 3 Training
Can successfully direct and prioritize projects; PMI Certified Project Manager	• Project Management Institute Introduction to Project Management; • ICDL • English	• Project Management • Computer Software for Managers • English	
Can effectively manage and motivate team		• Leadership & Team Building; • Kabul Municipality Human Resource Training for Managers	
Can effectively oversee project finances	• Project budgets and financial tracking	• Tackling Corruption: Tools for Managers	

3. Managers and Staff Members

Junior level staff would be provided with three years of training as follows:

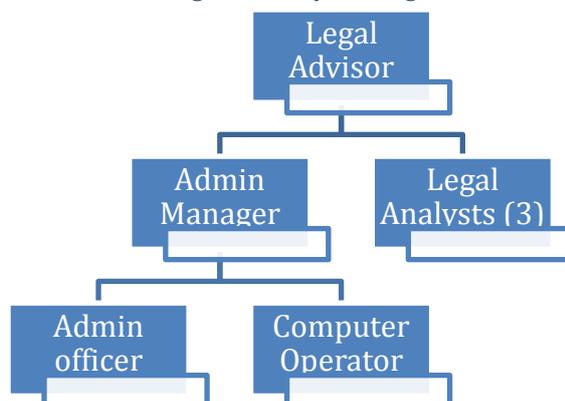
Core Competency	Year 1 Training	Year 2 Training	Year 3 Training
Core office skills	• ICDL • English • Writing for the workplace	• English • Advanced Word Processing and Spreadsheets • Writing for the Workplace • Time Management	• English • Advanced Software for the office
KM Processes and Regulations		• Tracking and Recording Expenditures at KM • Anti-Corruption Policies at KM	

DEPARTMENT TRAINING PLANS

In addition to the managerial training outlined above, Kabul Municipality staff would also be provided with technical training specific to their department and position.

1. Legal Advisory

Legal advisory department of Kabul Municipality is responsible for providing legal consults to Kabul Municipality, and also looking after KM cases in the courts. The department is formed of 7 permanent staff which is being headed by the Legal Advisor.



Achieving the department's objectives and obligations requires staff expertise in Law, KM policies etc. The chart below demonstrates how these core competencies are divided among the positions on the *tashkil*.

Position	Function	Priority Trainings
Legal Advisor	<ul style="list-style-type: none"> Direct department strategy, activities, and finances 	<ul style="list-style-type: none"> IAM Business & Administrative Management Qualified Level 4 PMI Certified ICDL Certified, working familiarity with management software (MS Project,

		<ul style="list-style-type: none"> Mindjet) • Basic English • Familiar with Executive Leadership techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Legal law training
Analyst (3)	<ul style="list-style-type: none"> • Analyzing the cases and providing alternative solutions 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Basic Accounting • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Legal law training
Computer Operator	<ul style="list-style-type: none"> • Typing letters and other documents of the department 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Admin Manager	<ul style="list-style-type: none"> • Manage the administrative affairs of the department 	<ul style="list-style-type: none"> • Logistics Management • ICDL Certified • Basic English • Administrative systems • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Admin Officer	<ul style="list-style-type: none"> • Assist the admin manager to provide administrative support to the department. 	<ul style="list-style-type: none"> • Logistics Management • ICDL Certified • Basic English • Administrative systems • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time

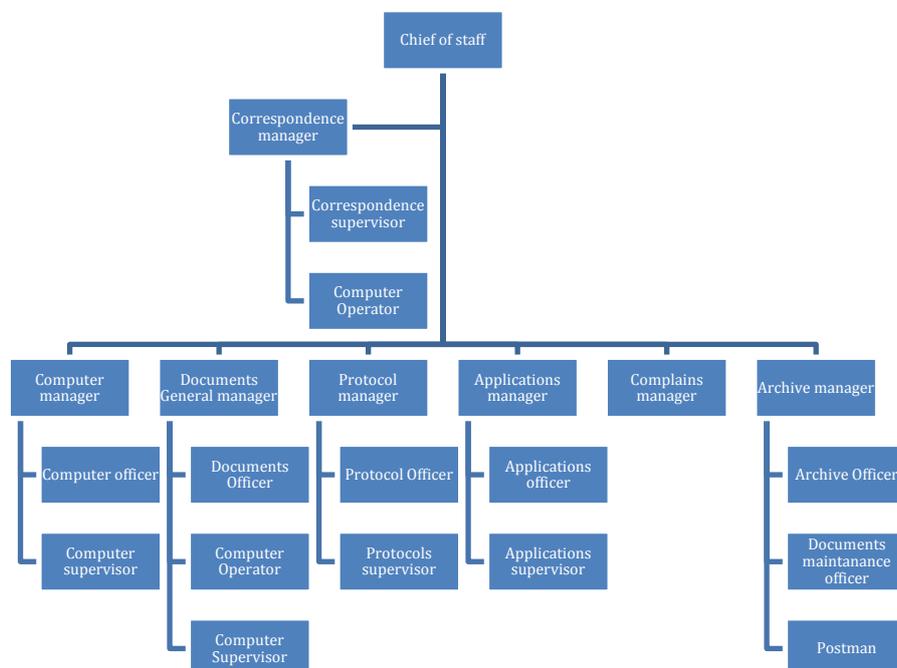
		management, writing for the workplace) <ul style="list-style-type: none"> Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
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Based on the assessment of staff skills and department priorities the following training plan is recommended:

Training	Year 1	Year 2	Year 3
ICDL	✓	✓	
Administrative Systems		✓	✓
English		✓	✓
Leadership		✓	✓
Basic Office Skills		✓	✓
KM Policies		✓	✓
Legal Law		✓	

2. Staff Department

Staff department of Kabul Municipality is responsible for providing administrative support to the mayor. The department is formed of 32 permanent staff which is being headed by the chief of staff.



Achieving the department's objectives and obligations requires staff expertise in office management, English, familiarity with KM Policies.

The chart below demonstrates how these core competencies are divided among the positions on the *tashkil*.

Position	Function	Priority Trainings
Chief of staff	<ul style="list-style-type: none"> Direct department strategy, activities, and finances 	<ul style="list-style-type: none"> IAM Business & Administrative Management Qualified Level 4 PMI Certified ICDL Certified Basic English Familiar with Executive Leadership techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems

Correspondence Manager	<ul style="list-style-type: none"> • Manage administrative support for department 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Basic Accounting and Kabul Municipality Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Resolutions manager	<ul style="list-style-type: none"> • Proliferation of KM resolutions to stakeholders 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Resolutions officer	<ul style="list-style-type: none"> • Assist in proliferation of KM resolutions 	<ul style="list-style-type: none"> • ICDL Certified • Basic English • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Correspondence Supervisor	<ul style="list-style-type: none"> • Preparing draft of letters, requests, decrees etc. 	<ul style="list-style-type: none"> • Administrative system • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Computer Operator	<ul style="list-style-type: none"> • Manage the computer affairs of the department such as typing letters etc. 	<ul style="list-style-type: none"> • ICDL Certified • Basic English • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Archive manager	<ul style="list-style-type: none"> • Managing the archive and storing the documents 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul

		Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Secretary	<ul style="list-style-type: none"> Tracking the meetings of the mayor 	<ul style="list-style-type: none"> ICDL Certified Basic English Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Documents preservation officer	<ul style="list-style-type: none"> Look after the filing system and registering the incoming letters 	<ul style="list-style-type: none"> ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Postman	<ul style="list-style-type: none"> Taking letters to the respective destinations 	<ul style="list-style-type: none"> ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Applications manager	<ul style="list-style-type: none"> Collecting and arranging applications Taking applications to the mayor 	<ul style="list-style-type: none"> ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Complains manager	<ul style="list-style-type: none"> Taking complains to the mayor 	<ul style="list-style-type: none"> ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Complains officer	<ul style="list-style-type: none"> Assist in collecting the complains 	<ul style="list-style-type: none"> ICDL Certified Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Basic Office Skills (Time management, writing for the workplace)
Complains supervisor	<ul style="list-style-type: none"> Assist in gathering the complains of citizens and informing the relevant departments. 	<ul style="list-style-type: none"> ICDL Certified Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

		<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace)
Protocols Manager	<ul style="list-style-type: none"> • Welcoming guests 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Protocols Officer	<ul style="list-style-type: none"> • Assist in welcoming guests 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Protocols supervisor	<ul style="list-style-type: none"> • Assist in welcoming guests and represent the manager in case of his/her absence 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Documents general manager	<ul style="list-style-type: none"> • Registering and preservation of the documents which are related to this department 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Documents Officer	<ul style="list-style-type: none"> • Assist in registering and preservation of the documents 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Documents supervisor	<ul style="list-style-type: none"> • Represent the general manager in case of his absence and assist in registering and preservation of documents 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Computer manager	<ul style="list-style-type: none"> • Carry on computer related affairs of the department 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

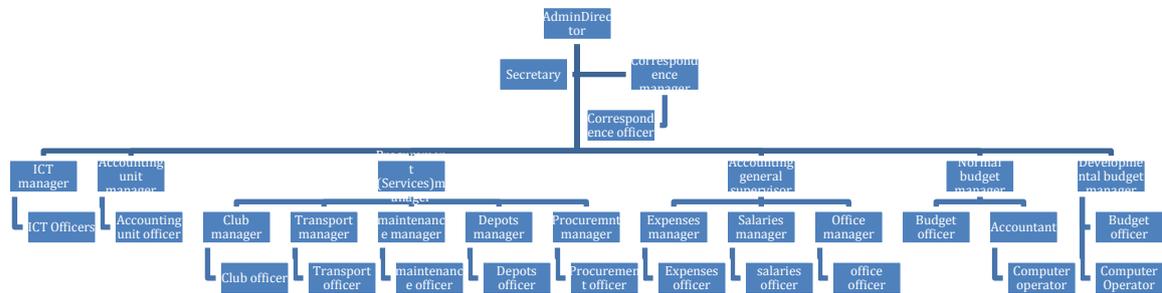
		Resource, Anti-Corruption, Procurement)
Computer officer	<ul style="list-style-type: none"> Assist in executing computer related tasks. 	<ul style="list-style-type: none"> ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

Based on the assessment of staff skills and department priorities the following training plan is recommended:

Training	Year 1	Year 2	Year 3
ICDL	✓	✓	
Administrative Systems		✓	✓
English		✓	✓
Leadership		✓	✓
Basic Office Skills		✓	✓
KM Policies		✓	✓

3. Administrative Department

Kabul Municipality Department of Administration is responsible for developing and implementing the Kabul Municipality's annual financial plan and overseeing all administrative support. The department is supported by 61 fulltime staff which is being headed by a director.



Achieving the department’s objectives and obligations requires staff expertise in finance, administration, logistic management, and ICT. The chart below demonstrates how these core competencies are divided among the positions on the *tashkil*.

Position	Function	Priority Trainings
Director	<ul style="list-style-type: none"> Direct department strategy, activities, and finances 	<ul style="list-style-type: none"> Certified Accounting Technician (CAT) IAM Business & Administrative Management Qualified Level 4 PMI Certified ICDL Certified, working familiarity with management software (MS Project, Mindjet) Basic English Familiar with Executive Leadership techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems

Correspondence Manager	<ul style="list-style-type: none"> • Manage administrative support for department 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Basic Accounting and Kabul Municipality Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Secretary	<ul style="list-style-type: none"> • Manage DG's schedule 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Basic Accounting and Kabul Municipality Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Budget Manager	<ul style="list-style-type: none"> • Manage development of annual municipal budget 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • RIAP • Logistics Management • ICDL Certified • Basic English • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Budget Officer	<ul style="list-style-type: none"> • Assist with the development of the annual municipal budget 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • RIAP • Logistics Management • ICDL Certified • Basic English • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul

		Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Accounting Supervisor	<ul style="list-style-type: none"> • Supervise the daily operations of the department • Providing alternative solutions regarding financial problems to senior management • Supervise the payments of salaries and other daily expenditures • Supervise municipal accounts and spending 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Accounts Recording training • Fixed and current assets training • Governmental accounting training • RIAP • Logistics Management • ICDL Certified • Basic English • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Developmental Budget Manager	<ul style="list-style-type: none"> • Preparing annual Developmental Budget of Kabul Municipality 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Accounts Recording training • Fixed and current assets training • Governmental accounting training • RIAP • Logistics Management • ICDL Certified • Basic English • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Developmental Budget Officer	<ul style="list-style-type: none"> • Assist in preparing annual Developmental Budget of Kabul Municipality 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Accounts Recording training • Fixed and current assets training • Governmental accounting training • RIAP • Logistics Management • ICDL Certified • Basic English • Familiar with Kabul

		<p>Municipality Budget and Financial Tracking Systems</p> <ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Budget Supervisor	<ul style="list-style-type: none"> • Assist in preparing annual Budget of Kabul Municipality 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Accounts Recording training • Fixed and current assets training • Governmental accounting training • RIAP • Logistics Management • ICDL Certified • Basic English • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Accounts General Supervisor	<ul style="list-style-type: none"> • Supervise the accounts and expenditures of Kabul Municipality 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Accounts Recording training • Fixed and current assets training • Governmental accounting training • RIAP • Logistics Management • ICDL Certified • Basic English • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Office Manager	<ul style="list-style-type: none"> • Manage office administration 	<ul style="list-style-type: none"> • IAM Business & Administrative Management Qualified Level 4 • ICDL Certified • Familiar with Basic Accounting and Kabul

		<p>Municipality Familiar with Kabul Municipality Budget and Financial Tracking Systems</p> <ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Office Management Officers (4)	<ul style="list-style-type: none"> • Provide administrative support for the department 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Salary Manager (1)	<ul style="list-style-type: none"> • Manage staff salaries 	<ul style="list-style-type: none"> • Human Resource Management trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
Salary Management Officers (8)	<ul style="list-style-type: none"> • Process staff salaries 	<ul style="list-style-type: none"> • Human Resource Management trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
Expenses Manager	<ul style="list-style-type: none"> • Manage department expenses 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • RIAP Trained • Logistics Management • ICDL Certified • Basic English • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)

		<ul style="list-style-type: none"> Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Expenses Management Officers (3)	<ul style="list-style-type: none"> Facilitate petty cash expenses 	<ul style="list-style-type: none"> Basic Accounting Trained FMIS Trained RIAP Logistics Management ICDL Certified Basic English Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Services General Manager	<ul style="list-style-type: none"> Manage staff administrative requests 	<ul style="list-style-type: none"> Admin System trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Procurement Manager	<ul style="list-style-type: none"> Manage department procurements 	<ul style="list-style-type: none"> ICDL Certified Procurement Trained Familiar with Basic Accounting and Kabul Municipality Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Afghanistan Procurement Law and procedures Training
Procurement Management Officers (3)	<ul style="list-style-type: none"> Facilitate procurement of goods and services in support of municipal activities 	<ul style="list-style-type: none"> ICDL Certified Procurement Trained Familiar with Basic Accounting and Kabul Municipality Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace)

		<ul style="list-style-type: none"> • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Afghanistan Procurement Law and procedures Training
Inventory Manager	<ul style="list-style-type: none"> • Manage inventory of municipal office supplies 	<ul style="list-style-type: none"> • ICDL Certified • Logistics Management Trained • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Inventory Management Officers (3)	<ul style="list-style-type: none"> • Facilitate allocation and order of office supplies for municipal staff 	<ul style="list-style-type: none"> • ICDL Certified • Logistics Management Trained • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Transportation Manager	<ul style="list-style-type: none"> • Manage staff cars and drivers 	<ul style="list-style-type: none"> • ICDL Certified • Logistics Management Trained • Fleet Management • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Transportation Management Officers (1)	<ul style="list-style-type: none"> • Assist with the management of staff cars and drivers 	<ul style="list-style-type: none"> • ICDL Certified • Logistics Management Trained • Fleet Management • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Operation and Maintenance Manager	<ul style="list-style-type: none"> • Manage maintenance support for all municipal buildings and departments 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption,

		Procurement)
Operations and Maintenance Officer	<ul style="list-style-type: none"> • Monitor and support maintenance at all municipal buildings and departments 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Dining Hall Manager	<ul style="list-style-type: none"> • Manage municipal dining hall facilities 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Dining Hall Assistant	<ul style="list-style-type: none"> • Assist with the management of municipal dining all facilities 	<ul style="list-style-type: none"> • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
ICT Manager	<ul style="list-style-type: none"> • Manage ICT support for all municipal departments and activities 	<ul style="list-style-type: none"> • MCITP & A+ Certified • Help Desk Management trained • Basic English • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
ICT Officers (3)	<ul style="list-style-type: none"> • Provide ICT support for all municipal departments and activities 	<ul style="list-style-type: none"> • MCITP & A+ Certified • Help Desk Management trained • Basic English • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Accounting Unit Manager	<ul style="list-style-type: none"> • Manage financial support for department activities 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • RIAP • Logistics Management • ICDL Certified • Basic English • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time

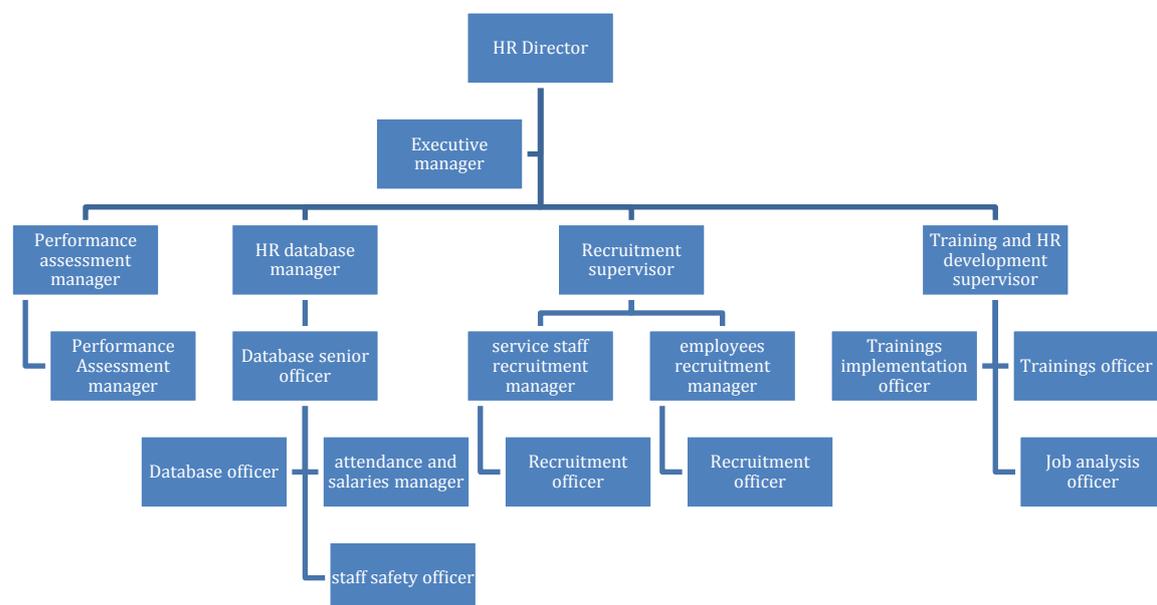
		management, writing for the workplace) <ul style="list-style-type: none"> • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Accounting Unit Officers (1)	<ul style="list-style-type: none"> • Facilitate financial support for department activities 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • RIAP • Logistics Management • ICDL Certified • Basic English • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

Based on the assessment of staff skills and department priorities the following training plan is recommended:

Training	Year 1	Year 2	Year 3
Project Management	✓	✓	✓
ICDL	✓	✓	
Administrative Systems		✓	✓
English		✓	✓
Leadership		✓	✓
Basic Office Skills		✓	✓
KM Policies		✓	✓
Logistics Management		✓	
Procurement Management		✓	
Fleet Management		✓	
Basic accounting, Accounts recording, Financial Accounts preparation, Fixed and current assets, Governmental accounting		✓	✓
MCITP & A+	✓		

4. Human Resources Department

Kabul Municipality’s Department of Human Resources provides support for all municipal departments in recruitment and hiring employees, tracking attendance, Capacity Development, applying civil servants and other relevant laws, managing employees relations and guiding human resource policy and procedures. The department is led by a Director General and supported by 22 staff members.



Achieving the department’s objectives and obligations requires staff expertise in:

- Human Resource Management;
- HR Policy Development;
- Capacity Development Methodology;
- Administrative Management; and

- Staff Safety.

The chart below demonstrates how these core competencies are divided among the positions on the *tashkil*.

Position	Function	Priority Trainings
Director	<ul style="list-style-type: none"> • Leading, Managing and controlling the activities of HRD 	<ul style="list-style-type: none"> • Human Resource Institute Certified • IAM Business & Administrative Management Qualified Level 4 • Leadership and management • Policy Development trained • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with Executive Leadership techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems

Executive Manager	<ul style="list-style-type: none"> Facilitating the recruitment of KM staff. 	<ul style="list-style-type: none"> Human Resource Institute Certified IAM Business & Administrative Management Qualified Level 4 Policy Development trained PMI Certified ICDL Certified, working familiarity with management software (MS Project, Mindjet) Basic English Familiar with Executive Leadership techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Filing System Familiar with Kabul Municipality Budget and Financial Tracking Systems
Supervisor, Recruitment	<ul style="list-style-type: none"> Oversee recruitment of all municipal employees 	<ul style="list-style-type: none"> Human Resource Institute Certified IAM Business & Administrative Management Qualified Level 4 Policy Development trained PMI Certified ICDL Certified, working familiarity with management software (MS Project, Mindjet) Basic English Familiar with Executive Leadership techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems HR Management

<p>Employees Recruitment Manager</p>	<ul style="list-style-type: none"> Facilitate recruitment of municipal employees 	<ul style="list-style-type: none"> Human Resource Management trained ICDL Certified, working familiarity with management software (MS Project, Mindjet) Familiar with Executive Leadership techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Budget and Financial Tracking Systems
<p>Recruitment Officers</p>	<ul style="list-style-type: none"> Assist with the recruitment of municipal employees 	<ul style="list-style-type: none"> Human Resource Management trained ICDL Certified, working familiarity with management software (MS Project, Mindjet) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace)
<p>Service staff recruitment Manager</p>	<ul style="list-style-type: none"> Manage the recruitment process of Labors and service staff. 	<ul style="list-style-type: none"> Human Resource Management trained ICDL Certified, working familiarity with management software (MS Project, Mindjet) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace)
<p>Service Staff Recruitment Officer</p>	<ul style="list-style-type: none"> Assist the recruitment process of labors and service staff 	<ul style="list-style-type: none"> Human Resource Management trained ICDL Certified, working familiarity with management software (MS Project, Mindjet) Familiar with Kabul Municipality Policies (Human

		<p>Resource, Anti-Corruption, Procurement)</p> <ul style="list-style-type: none"> • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
Supervisor, Training	<ul style="list-style-type: none"> • Oversee staff training programs 	<ul style="list-style-type: none"> • Human Resource Institute Certified • Policy Development trained • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with training methodologies (Training Management) • Filing System • Familiar with Executive Leadership techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Training Officer	<ul style="list-style-type: none"> • Assist with the implementation of staff training programs 	<ul style="list-style-type: none"> • Human Resource Management trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with training methodologies • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
General Manager, Resumes and Performance Assessment	<ul style="list-style-type: none"> • Manage personnel records 	<ul style="list-style-type: none"> • Human Resource Management trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with data storage systems and processes (employment files) • Familiar with Executive

		<p>Leadership techniques</p> <ul style="list-style-type: none"> • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Database Manager	<ul style="list-style-type: none"> • Manage HR database 	<ul style="list-style-type: none"> • Human Resource Management trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget • Basic Office Skills (Time management, writing for the workplace)Financial Tracking Systems
Database Officer	<ul style="list-style-type: none"> • Assist with the management of HR database 	<ul style="list-style-type: none"> • Human Resource Management trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
Attendance Officer	<ul style="list-style-type: none"> • Track and record staff attendance 	<ul style="list-style-type: none"> • Human Resource Management trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
Staff Safety Supervisor	<ul style="list-style-type: none"> • Oversee development and implementation of staff safety policies 	<ul style="list-style-type: none"> • Human Resource Management trained • Staff Safety Trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul

		<p>Municipality Policies (Human Resource, Anti-Corruption, Procurement)</p> <ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace)
General Manager, Staff Appraisals	<ul style="list-style-type: none"> • Manage annual staff evaluation process 	<ul style="list-style-type: none"> • Human Resource Management trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
Appraisals Officer	<ul style="list-style-type: none"> • Assist with annual staff evaluation process 	<ul style="list-style-type: none"> • Human Resource Management trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
Manager, Retired Staff	<ul style="list-style-type: none"> • Liaise with retired staff 	<ul style="list-style-type: none"> • Human Resource Management trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
Staff Assistant	<ul style="list-style-type: none"> • Provide assistance for retired staff 	<ul style="list-style-type: none"> • Human Resource Management trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)

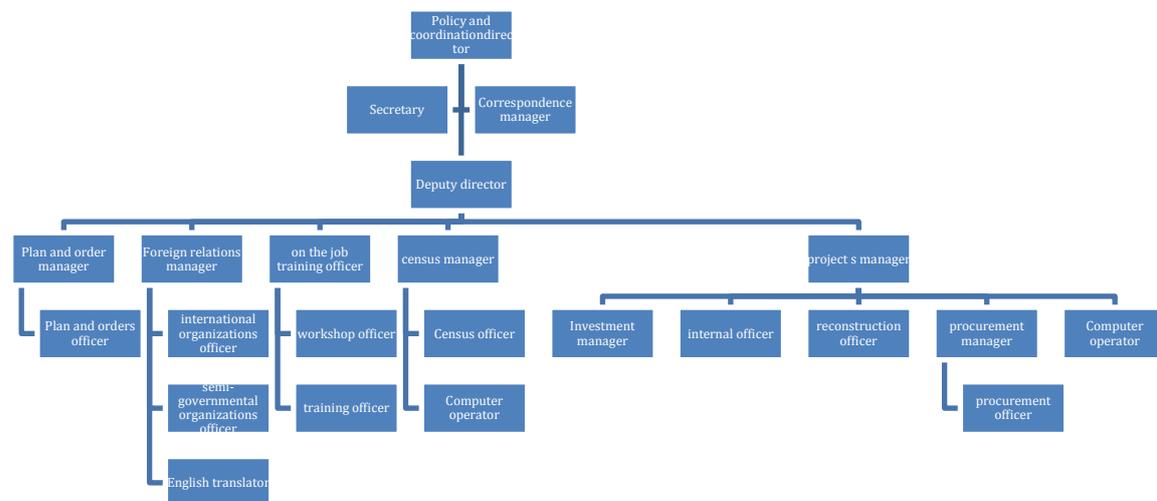
Administrative Manager	<ul style="list-style-type: none"> • Manage administrative assistance for department 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Administrative Assistants (2)	<ul style="list-style-type: none"> • Provide administrative and logistical assistance for department 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

Based on the assessment of staff skills and department priorities the following training plan is recommended:

Training	Year 1	Year 2	Year 3
Project Management	✓	✓	
ICDL	✓	✓	
Administrative Systems		✓	
English		✓	✓
Leadership		✓	✓
Basic Office Skills		✓	✓
KM Policy Development		✓	
Human Resources Management		✓	✓
Staff Safety	✓		

5. Policy and Coordination Department

Kabul Municipality's Department of Policy and Coordination provides policy guidance, developing plans and coordinating tasks to Kabul Municipality. The Department is supported by a staff of 24, led by a Director.



Achieving the department's objectives and obligations requires staff expertise in policy development, Project planning and office management and administration. The chart below demonstrates how these core competencies are divided among positions on the *tashkil*.

Position	Function	Core Competencies
Director	<ul style="list-style-type: none"> Direct department strategy, Developing plans, policies and coordinating affairs. 	<ul style="list-style-type: none"> Policy Development Trained PMI Certified ICDL Certified, working familiarity with management software (MS Project, Mindjet) Basic English Familiar with Executive Leadership techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems Planning and coordinating

		training
Deputy Director	<ul style="list-style-type: none"> Oversee implementation of department plans, activities, and finances Assume responsibilities of the Director General in DG's absence 	<ul style="list-style-type: none"> PMI Certified Project Planning and implementation M&E of projects ICDL Certified, working familiarity with management software (MS Project, Mindjet) Basic English Familiar with Executive Leadership systems Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems
Correspondence Manager	<ul style="list-style-type: none"> Manage administrative support for the department Preparing and arrangement of forms and templates 	<ul style="list-style-type: none"> ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Correspondence Officer	<ul style="list-style-type: none"> Managing daily letters and documents Managing filing system of the department 	<ul style="list-style-type: none"> ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Project Management General Manager	<ul style="list-style-type: none"> Monitor and evaluate municipal projects 	<ul style="list-style-type: none"> PMI Certified ICDL Certified, working familiarity with management software (MS Project, Mindjet) Basic English Familiar with Leadership and Teambuilding Techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems
Investment Manager	<ul style="list-style-type: none"> Monitor and evaluate municipal investments Economic assessment of KM investments 	<ul style="list-style-type: none"> Basic Accounting Trained Investment systems and economic analysis of projects ICDL Certified Basic English Familiar with Kabul Municipality Budget and

		<ul style="list-style-type: none"> Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Reporting System
Investment Officer	<ul style="list-style-type: none"> • Monitor and evaluate Projects • Managing projects progress • Managing filing system. 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • ICDL Certified • Familiar with Reporting systems • Basic English • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Reconstruction Officer	<ul style="list-style-type: none"> • Draft BoQs for new construction projects • Preparing developmental budget and plan 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Proposal writing • Projects analysis • ICDL Certified • Basic English • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Procurement Manager	<ul style="list-style-type: none"> • Manage procurement related activities of the projects 	<ul style="list-style-type: none"> • Contracts Management Trained • ICDL Certified • Familiar with Basic Accounting and Kabul Municipality Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption,

		<ul style="list-style-type: none"> Procurement) Procurement Management Familiar with procurement law and procedures of Afghanistan
Procurement Officer	<ul style="list-style-type: none"> Facilitate contracts 	<ul style="list-style-type: none"> Contracts Management Trained ICDL Certified Familiar with Basic Accounting and Kabul Municipality Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Procurement Management Familiar with Afghanistan Procurement law and procedures
Developmental Budget General Manager	<ul style="list-style-type: none"> Manage the municipal development budget 	<ul style="list-style-type: none"> Basic Accounting Trained FMIS Trained RIAP Logistics Management ICDL Certified Basic English Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Developmental Budget Officer	<ul style="list-style-type: none"> Support the development of the development budget; facilitate obligations from the MoF 	<ul style="list-style-type: none"> Basic Accounting Trained FMIS Trained RIAP Logistics Management ICDL Certified Basic English Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

Census General Manager	<ul style="list-style-type: none"> • Preparing reports from districts 	<ul style="list-style-type: none"> • Basic Statistics Trained • ICDL Certified • Familiar with Basic Accounting and Kabul Municipality Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with reporting systems
Census Officer	<ul style="list-style-type: none"> • Assist in preparing reports from districts. 	<ul style="list-style-type: none"> • Basic Statistics Trained • ICDL Certified • Familiar with Basic Accounting and Kabul Municipality Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
General Manager, Training	<ul style="list-style-type: none"> • Manage trainings and workshops for municipal staff • Manage Capacity building programs for KM staff 	<ul style="list-style-type: none"> • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Leadership and Teambuilding Techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Training Officer	<ul style="list-style-type: none"> • Facilitate trainings and workshops for municipal staff • Preparing reports and filing of documents 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Foreign Relations General Manager	<ul style="list-style-type: none"> • Liaise with international community an facilitate foreign trips 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the

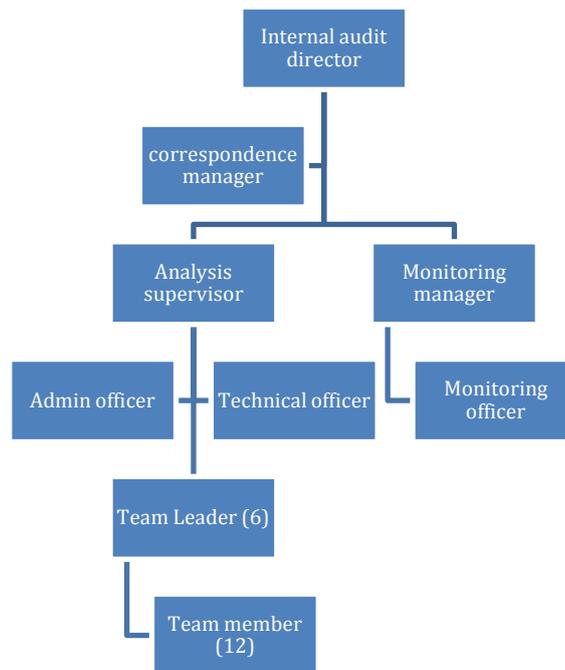
		<ul style="list-style-type: none"> workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Diplomatic affairs skills
International organizations officer	<ul style="list-style-type: none"> Liaise with international organizations. 	<ul style="list-style-type: none"> ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Diplomatic affairs skills English International relations
Semi-governmental organizations officer	<ul style="list-style-type: none"> Liaise with semi-governmental organizations 	<ul style="list-style-type: none"> ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Diplomatic affairs skills English Communications
Planning and Orders General Manager	<ul style="list-style-type: none"> Allocating development budget to district offices 	<ul style="list-style-type: none"> PMI Certified ICDL Certified, working familiarity with management software (MS Project, Mindjet) Basic English Familiar with Leadership and Teambuilding Techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems Project Planning
Planning and Orders Officer (2)	<ul style="list-style-type: none"> Provide administrative support to the department 	<ul style="list-style-type: none"> ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

Based on the assessment of staff skills and department priorities the following training plan is recommended:

Training	Year 1	Year 2	Year 3
Project Management	✓	✓	
ICDL	✓	✓	
Administrative Systems		✓	
English		✓	✓
Leadership		✓	✓
Basic Office Skills		✓	✓
KM Policies		✓	✓
M&E of projects		✓	
Basic Statistics		✓	
Procurement Management		✓	
Contracts Management and posting RFPs to the websites		✓	
Policy Development		✓	

6. Internal Audit Department

Kabul Municipality's Department of Internal Control is responsible for conducting programmatic and financial audits of municipality activities. The Department is supported by a staff of 28, led by a Director.



Achieving the department’s objectives and obligations requires staff expertise in financial management in addition to basic office and management skills. The chart below demonstrates how these core competencies are divided among positions on the *tashkil*.

Position	Function	Priority Trainings
Director	<ul style="list-style-type: none"> Direct all department strategy and activities 	<ul style="list-style-type: none"> Certified Accounting Technician (CAT) FMIS Trained Familiar with municipal revenue stream generation RIAP PMI Certified ICDL Certified, working familiarity with management software (MS Project, Mindjet) Basic English Familiar with Executive Leadership techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems
Manager, Monitoring	<ul style="list-style-type: none"> Oversee implementation of municipal audits 	<ul style="list-style-type: none"> Certified Accounting Technician (CAT) FMIS Trained Familiar with municipal revenue stream generation RIAP PMI Certified ICDL Certified, working familiarity with management software (MS Project, Mindjet) Basic English Familiar with Leadership and

		<ul style="list-style-type: none"> Teambuilding Techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems
Monitoring Officer	<ul style="list-style-type: none"> Manage monitoring documents 	<ul style="list-style-type: none"> Basic Accounting Trained FMIS Trained RIAP Logistics Management ICDL Certified Basic English Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Audits Administrative Officer	<ul style="list-style-type: none"> Provide administrative support for auditing activities 	<ul style="list-style-type: none"> ICDL Certified Basic English Basic Human Resource Training Familiar with Basic Accounting and Kabul Municipality Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Analysis Manager	<ul style="list-style-type: none"> Analyze the uniform application of municipal law and policy in the audit process 	<ul style="list-style-type: none"> Basic Accounting Trained FMIS Trained RIAP Logistics Management ICDL Certified Basic English Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Analysis Officer	<ul style="list-style-type: none"> Assist to analyze the uniform application of municipal law and policy in the audit process 	<ul style="list-style-type: none"> Basic Accounting Trained FMIS Trained RIAP Logistics Management ICDL Certified Basic English

		<ul style="list-style-type: none"> • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Technical Officer, Audits	<ul style="list-style-type: none"> • Conduct financial audits 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • RIAP • Logistics Management • ICDL Certified • Basic English • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Audit Group Team Lead (6)	<ul style="list-style-type: none"> • Implement audit activities 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • RIAP • Logistics Management • ICDL Certified • Basic English • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Audit Officer (12)	<ul style="list-style-type: none"> • Support department audits 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • RIAP • Logistics Management • ICDL Certified • Basic English • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Correspondence Manager (1)	<ul style="list-style-type: none"> • Provide administrative support for the DG 	<ul style="list-style-type: none"> • ICDL Certified • Basic English • Basic Human Resource Training

		<ul style="list-style-type: none"> • Familiar with Basic Accounting and Kabul Municipality Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
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Based on the assessment of staff skills and department priorities the following training plan is recommended:

Training	Year 1	Year 2	Year 3
Project Management		✓	✓
ICDL	✓	✓	
Administrative Systems		✓	
English		✓	✓
Leadership		✓	✓
Basic Office Skills		✓	✓
KM Policies		✓	✓
Basic Accounting		✓	✓
FMIS		✓	
Audit		✓	
Legal Law		✓	

7. Revenue Department

Kabul Municipality's Department of Revenue is responsible for development of revenue streams and collection of taxes. The legal basis for the Municipality's authority in this area resides in the *2000/1397 Law on Municipalities* which stipulates that

"The organizational structure and budget of the municipality shall be prepared by the mayor, confirmed by the administrative council and after being reviewed by the Ministry of Finance shall be reflected in the Emirate budget..."

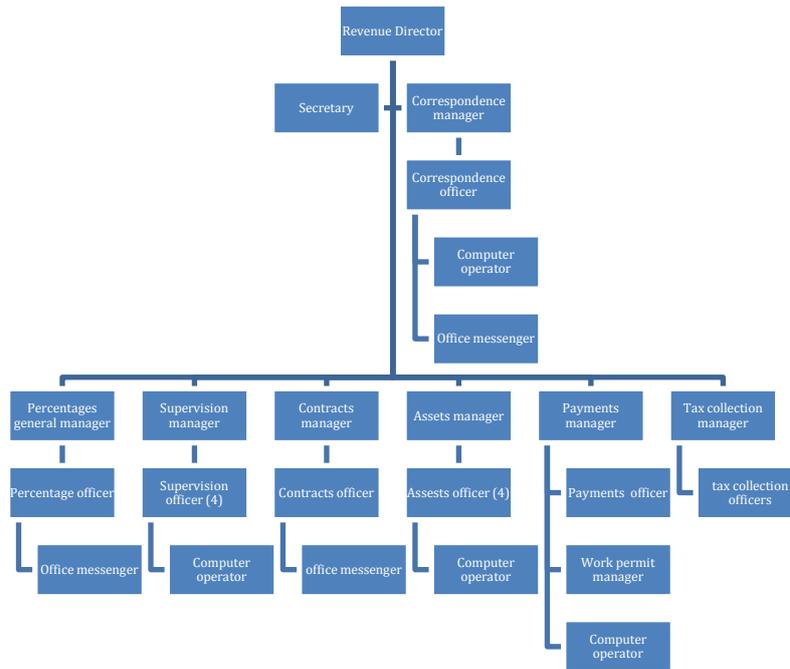
Chapter 3, Article 10

"Municipal revenues shall belong to the municipality..."

Chapter 3, Article 12 (1)

Potential sources of municipal revenue are enumerated in the *Municipal Tax Law for City Services of 1379/2001*.

The Department is supported by a staff of 46, led by a Director and Deputy Director. Technical sub departments include Tax Collection, Debt Collection, Work Permits, and Capital Management.



Achieving the department’s objectives and obligations requires staff expertise in:

- Basic Accounting
- Financial Management Information System Software
- Municipal Revenue Streams
- RIAP

The chart below demonstrates how these core competencies are divided among positions on the *tashkil*.

Position	Function	Core Competencies
Director General	<ul style="list-style-type: none"> • Direct all department strategy, activities, and finances 	<ul style="list-style-type: none"> • Certified Accounting Technician (CAT) • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with Executive Leadership techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Deputy Director	<ul style="list-style-type: none"> • Oversee the implementation of all department strategy, activities, and finances • Assume responsibilities of 	<ul style="list-style-type: none"> • Certified Accounting Technician (CAT) • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • PMI Certified • ICDL Certified, working familiarity with

	Director General in DGs absence	<ul style="list-style-type: none"> management software (MS Project, Mindjet) • Basic English • Familiar with Executive Leadership techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Correspondence Manager	<ul style="list-style-type: none"> • Responsible for execution of official correspondence 	<ul style="list-style-type: none"> • Admin System Trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Correspondence member	<ul style="list-style-type: none"> • Filing of documents 	<ul style="list-style-type: none"> • Admin System Trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Percentage Manager	<ul style="list-style-type: none"> • Manage the contracts auditing documents from district departments 	<ul style="list-style-type: none"> • Admin System Trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • CAT • FMIS • Familiar with executive leadership techniques
Percentage member	<ul style="list-style-type: none"> • Assist in managing the contracts auditing documents from districts 	<ul style="list-style-type: none"> • Admin System Trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • CAT • FMIS • Familiar with executive leadership techniques

General Manager, Monitoring	<ul style="list-style-type: none"> • Manage auditing of contractual documents from district offices 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • Project Management Trained • Familiar with Leadership & Teambuilding Techniques • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Monitoring Officers (8)	<ul style="list-style-type: none"> • Support auditing of contractual documents from district offices 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
Contracts Manager	<ul style="list-style-type: none"> • Manage all contracts in support of department activities 	<ul style="list-style-type: none"> • Contract Management Trained • Admin System Trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
Contracts Officers (3)	<ul style="list-style-type: none"> • Support the processing of department contracts 	<ul style="list-style-type: none"> • Contract Management Trained • Admin System Trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
Capital Manager	<ul style="list-style-type: none"> • Manage the development of annual revenue projections 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP

		<ul style="list-style-type: none"> • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
Capital Officers (7)	<ul style="list-style-type: none"> • Track revenues 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
Payments Manager	<ul style="list-style-type: none"> • Manage payment processes and tracking 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
Payments Officers (3)	<ul style="list-style-type: none"> • Process and record payments 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
Work Permits Manager	<ul style="list-style-type: none"> • Manage the issuance of foreign work permits 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • ICDL Certified, working familiarity with

		<ul style="list-style-type: none"> management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
Work Permits Officer	<ul style="list-style-type: none"> • Process foreign work permits 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
Debt Collections Manager	<ul style="list-style-type: none"> • Manage the collection of debts to the municipality 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
Debt Collections Officers (3)	<ul style="list-style-type: none"> • Collect debts 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
Clearance Manager	<ul style="list-style-type: none"> • Provide administrative support on revenue generation 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • ICDL Certified, working familiarity with management software (MS Project, Mindjet)

		<ul style="list-style-type: none"> • Basic English • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
Tax Collection Manager	<ul style="list-style-type: none"> • Manage the collection of service taxes 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
Tax Collection Officer	<ul style="list-style-type: none"> • Process and record collection of service taxes 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)

Based on the assessment of staff skills and department priorities the following training plan is recommended:

Training	Year 1	Year 2	Year 3
Project Management	✓	✓	✓
ICDL	✓	✓	
Administrative Systems		✓	
English		✓	✓
Leadership		✓	✓
Basic Office Skills		✓	✓
KM Policies		✓	✓
Basic Accounting	✓	✓	✓
FMIS	✓	✓	
Revenue Stream Generation		✓	✓
RIAP	✓	✓	✓

8. Market Control Department

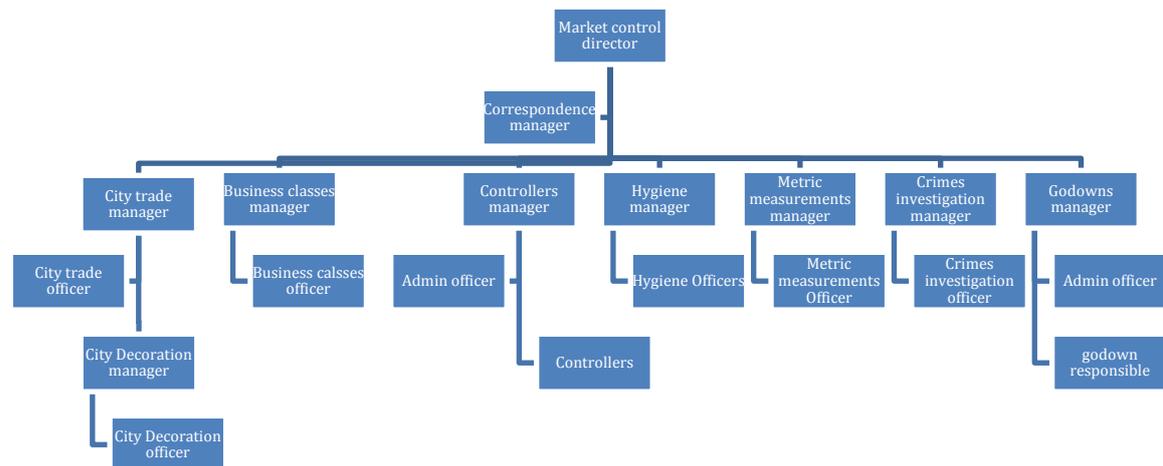
Kabul Municipality's Department of Market Control is the primary body responsible for monitoring and controlling market activities within Kabul city limits. The legal basis for the Municipality's authority in this area resides in the 2000/1397 Law on Municipalities which stipulates that *"Municipalities and district branches thereof have their respective obligations and powers as given below..."*

"Control prices and measuring appliances, regulate and universalize the metric system in relevant area." Chapter 4 (14)

"Distribute price list in accordance with the provisions of the Shari'ah." Chapter 4 (28)

"Grant trade licenses to various guilds in the city" Chapter 4 (38)

The Department is supported by a staff of 58, led by a Director General. Technical sub departments include Controls, Crimes Violations, Health Inspection, Business Licenses, Measurement Standardization, and Business Zoning.



Achieving the department's objectives and obligations requires staff expertise in Quality Assessment and Quality Control (QAQC) and basic administrative skills.

The chart below demonstrates how these core competencies are divided among positions on the *tashkil*.

Position	Function	Core Competencies
Director	<ul style="list-style-type: none"> Direct all department strategy, activities, and finances 	<ul style="list-style-type: none"> QAQC PMI Certified ICDL Certified, working familiarity with management software (MS Project, Mindjet) Basic English Familiar with Executive Leadership techniques Familiar with Kabul

		<p>Municipality Policies (Human Resource, Anti-Corruption, Procurement)</p> <ul style="list-style-type: none"> Familiar with Kabul Municipality Budget and Financial Tracking Systems
Correspondence Manager	<ul style="list-style-type: none"> Provide administrative support for department activities 	<ul style="list-style-type: none"> Admin System trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Correspondence Officer (2)	<ul style="list-style-type: none"> Provide administrative support for department activities 	<ul style="list-style-type: none"> Admin System trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
General Manager, Controllers	<ul style="list-style-type: none"> Manage activities of controllers 	<ul style="list-style-type: none"> QAQC PMI Certified ICDL Certified, working familiarity with management software (MS Project, Mindjet) Familiar with Leadership and Teambuilding Techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems
Controllers (15)	<ul style="list-style-type: none"> Inspecting quality of goods and services in the market 	<ul style="list-style-type: none"> QAQC Basic Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Control Unit Administrative Officer	<ul style="list-style-type: none"> Provide administrative support for the controls unit 	<ul style="list-style-type: none"> Basic Admin System trained ICDL Certified Basic Office Skills (Time management, writing for the

		<ul style="list-style-type: none"> workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Crimes Investigation General Manager	<ul style="list-style-type: none"> Investigate suspected business violations 	<ul style="list-style-type: none"> PMI Certified ICDL Certified, working familiarity with management software (MS Project, Mindjet) Familiar with Leadership and Teambuilding Techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems
Letters in/out Officer	<ul style="list-style-type: none"> Filing of letters in and letters out 	<ul style="list-style-type: none"> ICDL Administrative systems Basic office skills
Crimes Investigation Officer (2)	<ul style="list-style-type: none"> Support the investigation of business violations for approval 	<ul style="list-style-type: none"> Basic Admin System trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Standardized Measurement Manager	<ul style="list-style-type: none"> Promote the standard use of metric measurements 	<ul style="list-style-type: none"> QAQC Basic Admin System trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Standardized Measurement Officer (2)	<ul style="list-style-type: none"> Promote the standard use of metric measurements 	<ul style="list-style-type: none"> QAQC Basic Admin System trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
General Manager, Business Licenses	<ul style="list-style-type: none"> Issue business licenses 	<ul style="list-style-type: none"> PMI Certified ICDL Certified, working familiarity with management software (MS

		<ul style="list-style-type: none"> Project, Mindjet) Familiar with Leadership and Teambuilding Techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems
Business Licenses Officer (3)	<ul style="list-style-type: none"> Facilitate the issuance of business licenses 	<ul style="list-style-type: none"> Basic Admin System trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
City Trades Manager	<ul style="list-style-type: none"> Inspecting the quality of goods in the marketplace 	<ul style="list-style-type: none"> QAQC Basic Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
City Trades Officer	<ul style="list-style-type: none"> Inspecting the quality of goods in the marketplace 	<ul style="list-style-type: none"> QAQC Basic Admin System trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
City control manager	<ul style="list-style-type: none"> Arranging markets according to city standards 	<ul style="list-style-type: none"> QA/QC Basic Admin System trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
City control officer	<ul style="list-style-type: none"> Assist in arranging of markets according to city standards 	<ul style="list-style-type: none"> QA/QC Basic Admin System trained ICDL Certified Basic Office Skills (Time

		<p>management, writing for the workplace)</p> <ul style="list-style-type: none"> Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Business Zoning Manager	<ul style="list-style-type: none"> Ensure that businesses are not established in inappropriate areas 	<ul style="list-style-type: none"> Basic Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Health Inspection Manager	<ul style="list-style-type: none"> Inspect the quality of food products sold in the city 	<ul style="list-style-type: none"> QAQC Basic Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Health Inspection Officer (3)	<ul style="list-style-type: none"> Inspect the quality of food products sold in the city 	<ul style="list-style-type: none"> QAQC Basic Admin System trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Markets Manager (4)	<ul style="list-style-type: none"> Inspect goods sold in the marketplace 	<ul style="list-style-type: none"> QAQC Basic Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Markets Unit, Administrative Assistant (4)	<ul style="list-style-type: none"> Provide administrative support for Markets Unit 	<ul style="list-style-type: none"> Basic Admin System trained ICDL Certified Familiar with Kabul

		Municipality Budget and Financial Tracking Systems <ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Depots Officer (11)	<ul style="list-style-type: none"> • Maintain depots 	<ul style="list-style-type: none"> • Basic Admin System trained • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

Based on the assessment of staff skills and department priorities the following training plan is recommended:

Training	Year 1	Year 2	Year 3
ICDL	✓	✓	
Administrative Systems		✓	
English		✓	✓
Leadership		✓	✓
Basic Office Skills		✓	✓
KM Policies		✓	✓
QA/QC		✓	✓
Competition encouragement methods		✓	

9. Sanitation Department

Kabul Municipality's Department of Sanitation is the primary body responsible for solid waste removal, drainage, and maintenance of public toilets within Kabul city limits. The legal basis for the Municipality's authority in this area resides in the 2000/1397 Law on Municipalities which stipulates that *"Municipalities and district branches thereof have their respective obligations and powers as given below..."*

"Adopt measures for construction and maintenance of wells, Kariz after irrigation canals, ponds, and potable water reservoirs by the relevant sources." Article 4 (2)

"Adopt measures for inspecting sanitary conditions in bathhouses, restaurants, guesthouses, reservoirs, swimming pools, public halls and other food shops in cooperation with the concerned departments." Article 4 (7)

"Adopt measures to ensure cooperation with health institutions in the implementation of measures intended to prevent the outbreak of diseases and to protect the bio-environment." Article 4 (8)

"...regulate and supervise butchery-related sanitation affairs." Article 4 (27)

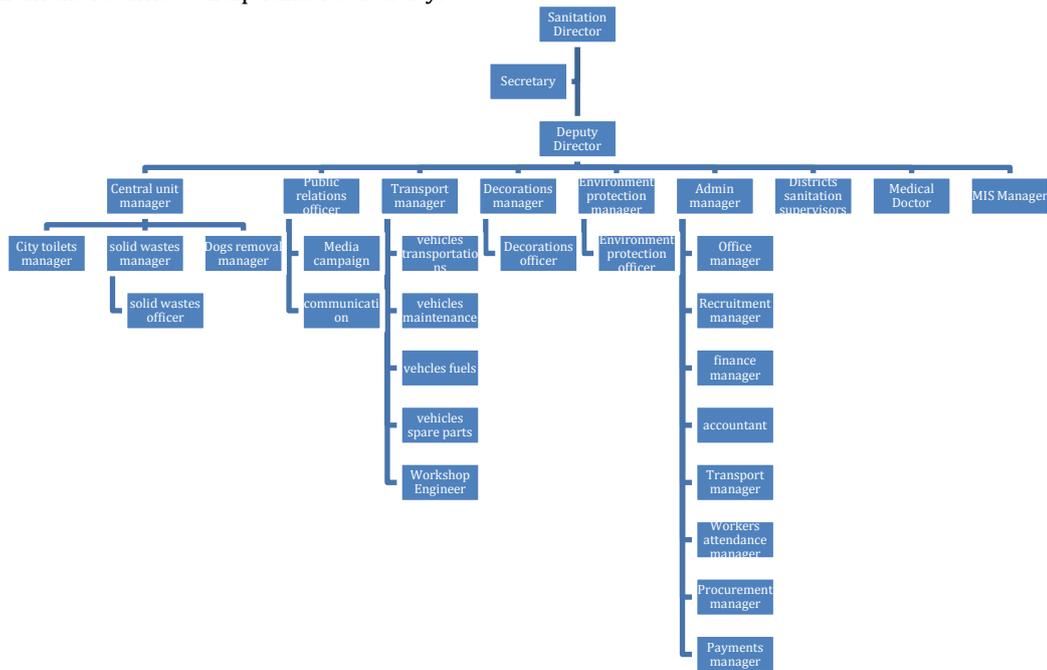
"Construct, repair, and cleanse public streams and ditches in town." Article 4 (30)

"Adopt measures for construction of...public bathhouses..." Article 4 (4)

Currently, the Department reports that it undertakes activities in three primary areas to fulfill the obligations enumerated above:

- Trash Pick-up
- Canal/Drainage Cleaning
- Septic Tank Pumping

The Department is supported by a staff of 122, led by a Director and Deputy Director. Technical sub departments include Public Toilets and Sanitation. The department has dedicated units for recruitment, employee health and safety. Fees are collected for the use of public toilets which the department retains to help fund its activity.



Achieving the department's objectives and obligations requires staff expertise in:

- Logistics Management;
- Transportation Management;
- Contracts Management;
- Geographical Information System (GIS);
- Global Positioning Software (GPS);
- Computer Aided Drafting;
- Basic Design (Septic Tank Sizing, Potty Parity);
- Composting;
- Bio-Solids Management; and
- Hygiene and Worker Safety.

The chart below demonstrates how these core competencies are divided among positions on the *tashkil*.

Position	Function	Core Competencies
Director	<ul style="list-style-type: none"> • Direct department strategy, activities, and finances 	<ul style="list-style-type: none"> • Logistics Management • Contract Management • Basic Design • Working proficiency with GPS, GIS, and AutoCAD • Bio-Solids Management • Working proficiency in site surveying techniques • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with Executive Leadership techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Deputy Director	<ul style="list-style-type: none"> • Assume Director General's responsibilities in DG's absence • Oversee implementation of department strategy, activities, and finances 	<ul style="list-style-type: none"> • Logistics Management • Contract Management • Basic Design • Working proficiency with GPS, GIS, and AutoCAD • Bio-Solids Management • Working proficiency in site surveying techniques • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with Executive Leadership techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Central Unit Manager	<ul style="list-style-type: none"> • Provide operational support for the department 	<ul style="list-style-type: none"> • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

Public Toilet Managers (5)	<ul style="list-style-type: none"> • Manage the maintenance of city toilets 	<ul style="list-style-type: none"> • Logistics Management • Contracts Management • GPS, GIS, and CAD • Basic Design (Septic Tank Sizing, Potty Parity) • Composting • Bio-Solids Management • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Public Toilet Fee Officer	<ul style="list-style-type: none"> • Collect revenue from city toilets 	<ul style="list-style-type: none"> • Logistics Management • Contracts Management • GPS, GIS, and CAD • Basic Design (Septic Tank Sizing, Potty Parity) • Composting • Bio-Solids Management • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
City Toilets & Sanitation Officer	<ul style="list-style-type: none"> • Support the maintenance of city toilets 	<ul style="list-style-type: none"> • Logistics Management • Contracts Management • GPS, GIS, and CAD • Basic Design (Septic Tank Sizing, Potty Parity) • Composting • Bio-Solids Management • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Solid Waste Sanitation Officers (2)	<ul style="list-style-type: none"> • Manage solid waste disposal including management of city dump 	<ul style="list-style-type: none"> • Logistics Management • Contracts Management • GPS, GIS, and CAD

		<ul style="list-style-type: none"> • Basic Design (Septic Tank Sizing, Potty Parity) • Composting • Bio-Solids Management • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Sanitation Assistants (3)	<ul style="list-style-type: none"> • Manage sanitation activities at the district level 	<ul style="list-style-type: none"> • Logistics Management • Contracts Management • GPS, GIS, and CAD • Basic Design (Septic Tank Sizing, Potty Parity) • Composting • Bio-Solids Management • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Public Outreach Officer	<ul style="list-style-type: none"> • Mobilize the Urban Communities • Export and Import Litters of Departments • Filling Documents • Preparation of Reports • Attend Weekly Meetings 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Advertisement Officer	<ul style="list-style-type: none"> • Manage publication, popularization and propagation activities in order to improve a unique culture, explain responsibilities of citizens related to sanitation and environmental issues • Manage and maintain all publication equipment and 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • ICDL Certified • Basic Office Skills (Time management, writing for the

	<p>tools</p> <ul style="list-style-type: none"> • As per GD's guidelines prepare and manage Radio programs • Organize and manage programs for mobile publicity groups • Post sanitation related posters in residential areas of city 	<p>workplace)</p> <ul style="list-style-type: none"> • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Outreach Officer	<ul style="list-style-type: none"> • Mobilize Communities for solid waste. • Keep up date Central Unit of sanitation from Garbage • Encourage Residence of city to use Garbage • Prepare daily Report from different district. • Meeting with influence people of Districts 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Transportation Manager	<ul style="list-style-type: none"> • Manage the vehicle fleet for the department 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Vehicles Transportation Officer (5)	<ul style="list-style-type: none"> • Assist with the management of the department's vehicle fleet 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Vehicles Maintenance Officer (2)	<ul style="list-style-type: none"> • Support maintenance of department's vehicles fleet 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Fuel Shop Officer	<ul style="list-style-type: none"> • Ensure that all vehicles in the department's fleet have fuel 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Parts Shop Officer	<ul style="list-style-type: none"> • Procure and allocate parts for the maintenance of the department's vehicle fleet 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Workshop Mechanics Officer (4)	<ul style="list-style-type: none"> • Assist with the maintenance of the department's vehicle fleet 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace)

		<ul style="list-style-type: none"> Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Decorations Manager	<ul style="list-style-type: none"> Manage the production and distribution of uniforms and flags for department 	<ul style="list-style-type: none"> Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Decorations Officer	<ul style="list-style-type: none"> Assist with the production and distribution of uniforms and flags for department 	<ul style="list-style-type: none"> Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Environmental Preservation Officer	<ul style="list-style-type: none"> Provide advice to the department on environmental issues and regulations 	<ul style="list-style-type: none"> Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Administration Manager	<ul style="list-style-type: none"> Manage administrative support for the department 	<ul style="list-style-type: none"> Admin System trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Administrative Officer (8)	<ul style="list-style-type: none"> Assist with administrative support for the office 	<ul style="list-style-type: none"> Admin System trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Recruitment Manager	<ul style="list-style-type: none"> Manage recruitment of department employees 	<ul style="list-style-type: none"> Admin System trained Human Resources Trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Recruitment Officers (2)	<ul style="list-style-type: none"> Support the recruitment of department employees 	<ul style="list-style-type: none"> Admin System trained Human Resources trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Accounting Manager	<ul style="list-style-type: none"> Calculating and recording the expenses of the 	<ul style="list-style-type: none"> Basic accounting FMIS

	department	<ul style="list-style-type: none"> • RIAP • Logistics management • ICDL • Familiar with Kabul Municipality and finances tracking systems
Public Relations Officer	<ul style="list-style-type: none"> • Daily export and Import letters regarding the Public Relation • Recording all documents of Public relation • Providing daily report for Public Relation Manager • Attend weekly meeting of public relation with villages authorities 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Warehouse Officer	<ul style="list-style-type: none"> • Oversee warehouse equipment 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Finance Manager	<ul style="list-style-type: none"> • Manage financial support for the department 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • RIAP • Basic Admin System trained • Logistics Management • ICDL Certified • Basic English • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Accountant	<ul style="list-style-type: none"> • Provide accounting support to the department 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • RIAP • Basic Admin System trained • Logistics Management • ICDL Certified • Basic English • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

Finance Officer	<ul style="list-style-type: none"> Assist with financial support for the department 	<ul style="list-style-type: none"> Basic Accounting Trained FMIS Trained RIAP Basic Admin System trained Logistics Management ICDL Certified Basic English Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
MIS Officer	<ul style="list-style-type: none"> Keeping all Data of office Updating data of office Recording all documents Managing all Programs financial Documents Keeping records of all wire transfer Merging all data Merging report of all sections 	<ul style="list-style-type: none"> Basic Admin System trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Conflict Resolution Officer	<ul style="list-style-type: none"> Assist with the resolution of conflicts among department staff 	<ul style="list-style-type: none"> Basic Admin System trained Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Health Officer	<ul style="list-style-type: none"> Provide basic health clinic services for department employees 	<ul style="list-style-type: none"> Basic Admin System trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Health Assistant	<ul style="list-style-type: none"> Assist with providing basic health clinic services for department employees 	<ul style="list-style-type: none"> Basic Admin System trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Transportation Officers (2)	<ul style="list-style-type: none"> Oversee vehicle distribution 	<ul style="list-style-type: none"> Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Exchange Officials		<ul style="list-style-type: none"> Basic Office Skills (Time management, writing for the

Affairs		workplace) <ul style="list-style-type: none"> Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Attendance Officer	<ul style="list-style-type: none"> Track and report attendance of department staff 	<ul style="list-style-type: none"> Admin System trained ICDL Certified Basic Human Resource Training Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Taxation Officer	<ul style="list-style-type: none"> Collection of city toilet fees 	<ul style="list-style-type: none"> Basic Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Procurement Officers (2)	<ul style="list-style-type: none"> Procure items needed for department activities 	<ul style="list-style-type: none"> Procurement Management Contracts Management Basic Admin System trained Logistics Management ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Control Delivery Officer	<ul style="list-style-type: none"> Facilitate purchase requests 	<ul style="list-style-type: none"> Basic Admin System trained Logistics Management ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

District Sanitation Officers (88)	<ul style="list-style-type: none"> Oversee sanitation activities in assigned areas 	<ul style="list-style-type: none"> Logistics Management Contracts Management GPS, GIS, and CAD Basic Design (Septic Tank Sizing, Potty Parity) Composting Bio-Solids Management Basic Admin System trained Logistics Management ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Secretaries (4)	<ul style="list-style-type: none"> Manage scheduling and correspondence for Director General 	<ul style="list-style-type: none"> Admin System trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

Based on the assessment of staff skills and department priorities the following training plan is recommended:

Training	Year 1	Year 2	Year 3
Project Management		✓	✓
ICDL	✓	✓	
Administrative Systems		✓	
English		✓	✓
Leadership		✓	✓
Basic Office Skills		✓	✓
KM Policies		✓	✓
Logistics Management		✓	✓
Transportation Management		✓	
Contracts Management		✓	
GIS		✓	
GPS		✓	
CAD		✓	
Basic Design		✓	
Composting		✓	
Bio-Solids Management		✓	
Hygiene and Worker Safety	✓	✓	✓

10. Streets & Maintenance Department

Kabul Municipality's Department of Streets and Maintenance is the primary body responsible for building and maintaining roads within Kabul city limits. The legal basis for the Municipality's authority in this area resides in the 2000/1397 Law on Municipalities which stipulates that *"Municipalities and district branches thereof have their respective obligations and powers as given below..."*

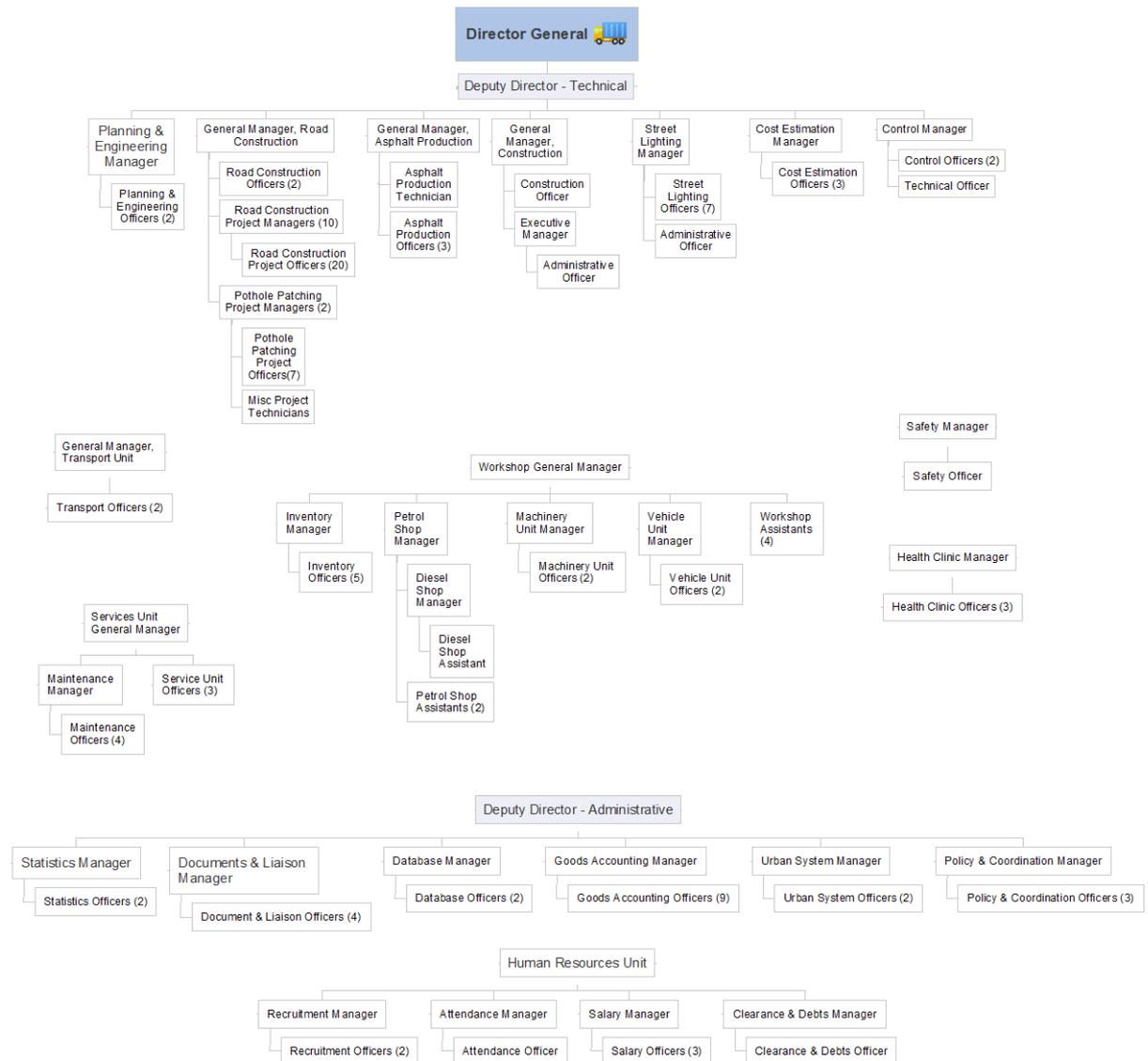
"Adopt measures for the construction of roads...." Article 4 (4)

"Adopt measures for the sound expansion of the fleet of city transportation means by the relevant department." Article 4 (12)

"Express views regarding structures of the establishments of the traffic department in city area." Article 4 (26)

Currently, the Department reports that it undertakes road construction and pothole patching activities to fulfill the obligations enumerated above.

The Department is comprised of 188 fulltime employees, led by a Director and two Deputy Directors (technical and administrative). Technical sub departments include Road Construction, Asphalt Production, Street Lighting, and Pothole Patching. The Department is supported by dedicated administrative staff.



Achieving the department's objectives and obligations requires staff expertise in:

- Quality Assurance & Quality Control (QAQC);
- Materials Analysis;
- Asphalt Production;
- Site Surveying;
- Computer Aided Drafting;
- Global Information Systems (GIS);
- Global Positioning Software (GPS); and
- Logistics Management.

The chart below shows how these core competencies are divided among positions on the *tashkil*.

Position	Function	Core Competencies
Director	<ul style="list-style-type: none"> • Direct the strategy, activities, and finances of the Department of Streets and 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Asphalt Production

	Maintenance	<ul style="list-style-type: none"> • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with Executive Leadership techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Deputy Director - Technical	<ul style="list-style-type: none"> • Oversee the technical strategy and activities of the Department 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Asphalt Production • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with Executive Leadership techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Deputy Director - Administrative	<ul style="list-style-type: none"> • Oversee all administrative support for the Department 	<ul style="list-style-type: none"> • Administrative System Certified • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with Executive Leadership techniques • Basic Human Resources Training • Familiar with Basic Accounting and Kabul Municipality Budget and Financial Tracking Systems • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Documents & Liaison Manager	<ul style="list-style-type: none"> • Manage document tracking and administrative support 	<ul style="list-style-type: none"> • Admin System trained • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-

		Corruption, Procurement)
Document & Liaison Officers (4)	<ul style="list-style-type: none"> Support document tracking and administrative tasks 	<ul style="list-style-type: none"> Admin System trained ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Policy & Coordination Manager	<ul style="list-style-type: none"> Manage development of department's annual work plan and progress reports 	<ul style="list-style-type: none"> Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Policy & Coordination Officers (3)	<ul style="list-style-type: none"> Provide administrative support 	<ul style="list-style-type: none"> Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Planning & Engineering Manager	<ul style="list-style-type: none"> Manage implementation of department's work plan 	<ul style="list-style-type: none"> Trained in QAQC Trained in Materials Analysis Trained in Asphalt Production Trained in Site Surveying Trained in Computer Aided Drafting programs, GIS, and GPS Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Planning & Engineering Officers (2)	<ul style="list-style-type: none"> Assisting with the design of projects 	<ul style="list-style-type: none"> Trained in QAQC Trained in Materials Analysis Trained in Asphalt Production Trained in Site Surveying Trained in Computer Aided Drafting programs, GIS, and GPS Admin System trained ICDL Certified

		<ul style="list-style-type: none"> • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Statistics Manager	<ul style="list-style-type: none"> • Manage statistical tracking and analysis of department projects 	<ul style="list-style-type: none"> • Admin System trained • ICDL Certified • Basic Statistics • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Statistics Officers (2)	<ul style="list-style-type: none"> • Support statistical tracking and analysis of department projects 	<ul style="list-style-type: none"> • Admin System trained • ICDL Certified • Basic Statistics • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Control Manager	<ul style="list-style-type: none"> • Manage administrative, human resource, and finance support for department 	<ul style="list-style-type: none"> • Admin System trained • ICDL Certified • Basic Human Resources • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Control Officer (2)	<ul style="list-style-type: none"> • Support administrative, human resource, and finance support for the department 	<ul style="list-style-type: none"> • Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-

		Corruption, Procurement)
Construction's general manager	<ul style="list-style-type: none"> Implementing the construction plans 	<ul style="list-style-type: none"> QA/QC Material Analysis Asphalt production Survey Computer programs as GIS and GPS ICDL Basic Office skills KM Policies
Construction's officer	<ul style="list-style-type: none"> Assist in Implementing the construction plans 	<ul style="list-style-type: none"> QA/QC Material Analysis Asphalt production Survey Computer programs as GIS and GPS ICDL Basic Office skills KM Policies
Technical Officer	<ul style="list-style-type: none"> Implementing the structural plans. 	<ul style="list-style-type: none"> Trained in QAQC Trained in Materials Analysis Trained in Asphalt Production Trained in Site Surveying Trained in Computer Aided Drafting programs, GIS, and GPS Basic Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Road Construction General Manager	<ul style="list-style-type: none"> Manage road construction projects Manage road construction unit staff 	<ul style="list-style-type: none"> Trained in QAQC Trained in Materials Analysis Trained in Asphalt Production Trained in Site Surveying Trained in Computer Aided Drafting programs, GIS, and GPS PMI Certified ICDL Certified, working familiarity with management software (MS Project, Mindjet) Familiar with Leadership and Teambuilding Techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems
Road	<ul style="list-style-type: none"> Assist with the management 	<ul style="list-style-type: none"> Trained in QAQC

Construction Officers (2)	of road construction projects	<ul style="list-style-type: none"> • Trained in Materials Analysis • Trained in Asphalt Production • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Asphalt Production General Manager	<ul style="list-style-type: none"> • Manage the production of asphalt for city road projects • Manage unit staff 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Asphalt Production • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Leadership and Teambuilding Techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Asphalt Production Officers (3)	<ul style="list-style-type: none"> • Support the production of asphalt for city road projects 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Asphalt Production • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Asphalt Production Technician	<ul style="list-style-type: none"> • Advise on technical aspects of asphalt production 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Asphalt Production • Trained in Site Surveying

		<ul style="list-style-type: none"> • Trained in Computer Aided Drafting programs, GIS, and GPS • Basic Admin System trained • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Road Construction Project Managers (10)	<ul style="list-style-type: none"> • Responsible for project as a whole 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Asphalt Production • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Road Construction Project Officers (20)	<ul style="list-style-type: none"> • Controlling both technical and administrative issues of the projects 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Asphalt Production • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Pothole Patching Project Managers (2)	<ul style="list-style-type: none"> • Controlling the pothole patching projects in Kabul city and other miscellaneous projects 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Asphalt Production • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking

		<p>Systems</p> <ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Pothole Patching Project Officers (7)	<ul style="list-style-type: none"> • Check and control regularly the work in the field 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Asphalt Production • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Miscellaneous Project Technicians (4)	<ul style="list-style-type: none"> • Provide technical expertise to project staff 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Asphalt Production • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Cost Estimation Manager	<ul style="list-style-type: none"> • Check the quality and quantity of the work done 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Asphalt Production • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the

		<ul style="list-style-type: none"> workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Cost Estimation Department Officers (3)	<ul style="list-style-type: none"> Cost estimation of the projects and goods requested 	<ul style="list-style-type: none"> Trained in QAQC Trained in Materials Analysis Trained in Asphalt Production Trained in Site Surveying Trained in Computer Aided Drafting programs, GIS, and GPS Basic Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Street Lighting Manager	<ul style="list-style-type: none"> Manage installation, maintenance, and repair of street lighting 	<ul style="list-style-type: none"> Trained in QAQC Trained in Site Surveying Trained in Computer Aided Drafting programs, GIS, and GPS Basic Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Street Lighting Officers (7)	<ul style="list-style-type: none"> Assist with the management of street lighting projects 	<ul style="list-style-type: none"> Trained in QAQC Trained in Site Surveying Trained in Computer Aided Drafting programs, GIS, and GPS Basic Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Street Lighting Administrative Officer	<ul style="list-style-type: none"> Provide administrative support to Street Lighting Unit 	<ul style="list-style-type: none"> Basic Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking

		<p>Systems</p> <ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Construction General Manager	<ul style="list-style-type: none"> • Manage construction projects 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Asphalt Production • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with Leadership and Teambuilding Techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Construction Officer	<ul style="list-style-type: none"> • Assist with the management of road construction projects 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Asphalt Production • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Construction Department Executive Manager	<ul style="list-style-type: none"> • Provide administrative support to Construction Unit 	<ul style="list-style-type: none"> • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Construction Unit Administrati	<ul style="list-style-type: none"> • Provide administrative support for construction unit 	<ul style="list-style-type: none"> • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality

ve Officer		<ul style="list-style-type: none"> Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Transport Unit General Manager	<ul style="list-style-type: none"> Manage transportation support for road construction projects 	<ul style="list-style-type: none"> Logistics Management Trained in Computer Aided Drafting programs, GIS, and GPS PMI Certified ICDL Certified, working familiarity with management software (MS Project, Mindjet) Familiar with Leadership and Teambuilding Techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems
Transport Unit Officers (2)	<ul style="list-style-type: none"> Providing administrative support for the transportation unit 	<ul style="list-style-type: none"> Logistics Management Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Machinery Unit Manager	<ul style="list-style-type: none"> Manage maintenance for department machinery 	<ul style="list-style-type: none"> Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Machinery Unit Officers (2)	<ul style="list-style-type: none"> Assist with maintenance for department machinery 	<ul style="list-style-type: none"> Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Vehicle Unit Manager	<ul style="list-style-type: none"> Manage vehicle scheduling in support of department projects 	<ul style="list-style-type: none"> Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Vehicles Unit Officers (2)	<ul style="list-style-type: none"> Assist with scheduling of department vehicles 	<ul style="list-style-type: none"> Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Workshop General Manager	<ul style="list-style-type: none"> Manage department workshops 	<ul style="list-style-type: none"> PMI Certified ICDL Certified, working familiarity with management

		<ul style="list-style-type: none"> software (MS Project, Mindjet) • Basic English • Familiar with Leadership and Teambuilding Techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Workshop Assistants (4)	<ul style="list-style-type: none"> • Support department workshops 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Petrol Shop Manager	<ul style="list-style-type: none"> • Monitor and maintain petrol vehicles 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Petrol Shop Assistants (2)	<ul style="list-style-type: none"> • Assist with the maintenance of petrol vehicles 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Diesel Shop Manager	<ul style="list-style-type: none"> • Manage maintenance of diesel vehicles 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Diesel Shop Assistant	<ul style="list-style-type: none"> • Assist with the maintenance of diesel vehicles 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Services Unit General Manager	<ul style="list-style-type: none"> • Provide logistical and contractual support to department 	<ul style="list-style-type: none"> • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with Leadership and Teambuilding Techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Services Unit Officers (3)	<ul style="list-style-type: none"> • Facilitate purchase orders 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality

		Policies (Human Resource, Anti-Corruption, Procurement)
Inventory Manager	<ul style="list-style-type: none"> Oversee inventory at department depots 	<ul style="list-style-type: none"> Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Inventory Officers (5)	<ul style="list-style-type: none"> Provide administrative support 	<ul style="list-style-type: none"> Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Goods Accounting Manager	<ul style="list-style-type: none"> Processing purchase requests 	<ul style="list-style-type: none"> Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Goods Accounting Officers (9)	<ul style="list-style-type: none"> Managing Letters in/Letters out Registering the items to its related journals 	<ul style="list-style-type: none"> Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Maintenance Manager	<ul style="list-style-type: none"> Managing and leading the staff of the department 	<ul style="list-style-type: none"> Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Maintenance Officers (4)	<ul style="list-style-type: none"> Maintaining the greenery and sanitation. 	<ul style="list-style-type: none"> Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Safety Manager	<ul style="list-style-type: none"> Managing staff safety issues 	<ul style="list-style-type: none"> Workplace Safety Trained Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Safety Officer	<ul style="list-style-type: none"> Assisting with staff safety issues 	<ul style="list-style-type: none"> Workplace Safety Trained Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Health Clinic Manager	<ul style="list-style-type: none"> Managing health of department staff 	<ul style="list-style-type: none"> Workplace Safety Trained Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality

		Policies (Human Resource, Anti-Corruption, Procurement)
Health Clinic Officers (3)	<ul style="list-style-type: none"> Assisting with check-ups for department staff 	<ul style="list-style-type: none"> Workplace Safety Trained Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Health Clinic Administrative Officer	<ul style="list-style-type: none"> Providing administrative support for the health clinic 	<ul style="list-style-type: none"> Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Urban system manager	<ul style="list-style-type: none"> Staff management 	<ul style="list-style-type: none"> Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Member of urban system dept. (2)	<ul style="list-style-type: none"> Provide administrative support 	<ul style="list-style-type: none"> Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Recruitment Manager	<ul style="list-style-type: none"> Manage recruitment of department employees 	<ul style="list-style-type: none"> Admin System trained ICDL Certified Basic Human Resource Training Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Recruitment Officer (2)	<ul style="list-style-type: none"> Support the recruitment of department employees 	<ul style="list-style-type: none"> Admin System trained ICDL Certified Basic Human Resource Training Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Attendance Manager	<ul style="list-style-type: none"> Tracking attendance of department staff 	<ul style="list-style-type: none"> Admin System trained ICDL Certified Basic Human Resource Training Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Attendance Officer	<ul style="list-style-type: none"> Assist with tracking attendance of department 	<ul style="list-style-type: none"> Admin System trained ICDL Certified

	staff	<ul style="list-style-type: none"> • Basic Human Resource Training • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Database Manager	<ul style="list-style-type: none"> • Manage human resource database of department staff 	<ul style="list-style-type: none"> • Admin System trained • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Database Officers (2)	<ul style="list-style-type: none"> • Support the human resource database of department staff 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Salary Manager	<ul style="list-style-type: none"> • Manage department payroll 	<ul style="list-style-type: none"> • Admin System trained • ICDL Certified • Basic Human Resource Training • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Salary Officers (3)	<ul style="list-style-type: none"> • Assist with department payroll 	<ul style="list-style-type: none"> • ICDL Certified • Basic Human Resource Training • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Clearance and Debts Manager	<ul style="list-style-type: none"> • Manage expenses reimbursements 	<ul style="list-style-type: none"> • Admin System trained • ICDL Certified • Familiar with Basic Accounting and Kabul Municipality Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Clearance and Debts Officer	<ul style="list-style-type: none"> • Provide administrative support 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Basic Accounting and Kabul Municipality Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time

		management, writing for the workplace) <ul style="list-style-type: none"> Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
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Based on the assessment of staff skills and department priorities the following training plan is recommended:

Training	Year 1	Year 2	Year 3
Project Management		✓	✓
ICDL	✓	✓	
Administrative Systems		✓	
English		✓	✓
Leadership		✓	✓
Basic Office Skills		✓	✓
KM Policies		✓	✓
Logistics Management		✓	✓
QAQC		✓	
Basic Statistics		✓	
GIS		✓	
GPS	✓	✓	
CAD		✓	
Materials Analysis		✓	
Asphalt Production		✓	
Total Station	✓		
Hygiene and Worker Safety	✓	✓	✓

11. Greenery Department

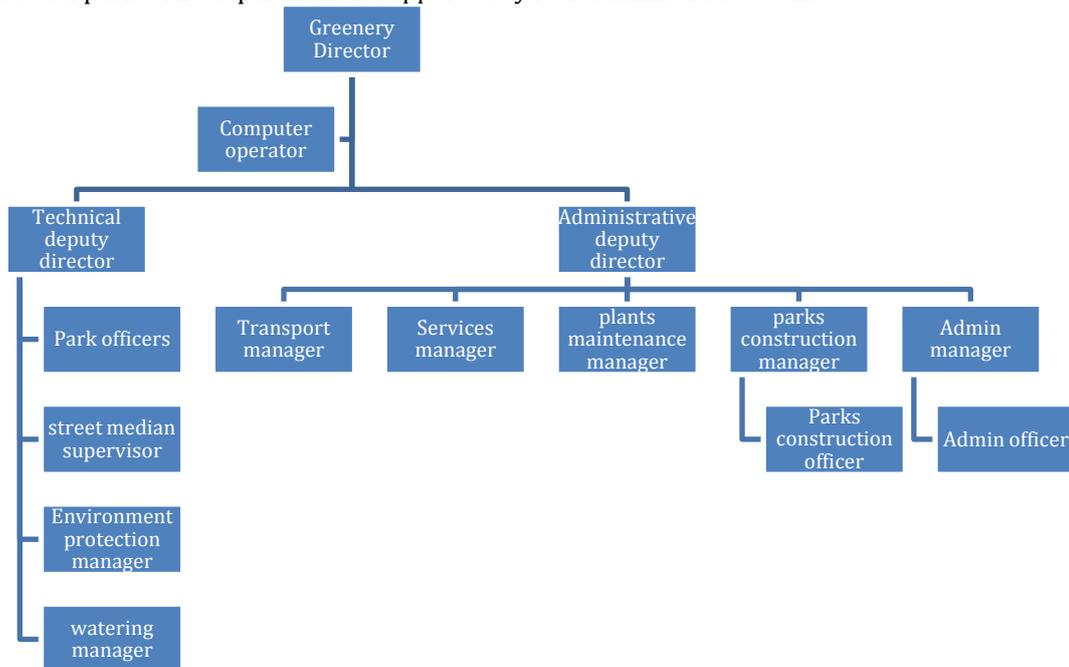
Kabul Municipality's Department of Greenery is the primary body responsible for building and maintaining parks and public green areas within Kabul city limits. The legal basis for the Municipality's authority in this area resides in the 2000/1397 Law on Municipalities which stipulates that "*Municipalities and district branches thereof have their respective obligations and powers as given below...*"

"Adopt measures for the protection and creation of urban green spaces and ensuring cleanliness and sanitation of the relevant areas, as well as for the protection of the bio-environment." Chapter 4 (3)

Currently, the Department reports that it undertakes activities in three primary areas required to fulfill the obligations enumerated above:

- Plant Maintenance;
- Park Construction; and
- Street Median and Traffic Circle Maintenance.

The Department is supported by a staff of 30, led by a Director General and two Deputy Directors (technical and administrative). Technical sub departments include Horticulture Maintenance, Parks Construction, and Street Medians. Fourteen officers are responsible for the management of individual parks. The department is supported by four administrative staff.



Achieving the department's objectives and obligations requires staff expertise in:

- Park Management;
- Nursery Management;
- Urban Forestry;
- Logistics Management;
- Global Information Systems (GIS);
- Global Positioning Software (GPS);
- Computer Aided Drafting; and
- Site Surveying.

The chart below shows how these core competencies are divided among positions on the *tashkil*.

Position	Function	Core Competencies
Director	<ul style="list-style-type: none"> • Direct all department strategy, activities, and finances 	<ul style="list-style-type: none"> • Trained in Park Management, Nursery Management, and Urban Forestry • Working proficiency with GPS, GIS, and AutoCAD • Working proficiency in site surveying techniques • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with Executive

		<p>Leadership techniques</p> <ul style="list-style-type: none"> • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Deputy Director - Technical	<ul style="list-style-type: none"> • Assume responsibilities of Director General in Director General's absence • Oversee the implementation of all department technical strategies, activities, and finances • Oversee all technical staff 	<ul style="list-style-type: none"> • Trained in Park Management, Nursery Management, and Urban Forestry • Working proficiency with GPS, GIS, and AutoCAD • Working proficiency in site surveying techniques • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with Executive Leadership techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Working familiarity with Computer Aided Drafting (CAD) programs
Deputy Director - Administrative	<ul style="list-style-type: none"> • Oversee all administrative support for the Greenery Department 	<ul style="list-style-type: none"> • Administrative System Certified • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with Executive Leadership techniques • Basic Human Resources Training • Familiar with Basic Accounting and Kabul Municipality Budget and Financial Tracking Systems • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Administrative Manager	<ul style="list-style-type: none"> • Manage administrative project support for the Greenery Department 	<ul style="list-style-type: none"> • Admin System trained • ICDL Certified • Basic Human Resource Training • Familiar with Basic Accounting and Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

Administrative Officer	<ul style="list-style-type: none"> Assist with administrative activities for the Greenery Department 	<ul style="list-style-type: none"> Admin System trained ICDL Certified Basic Human Resource Training Familiar with Basic Accounting and Kabul Municipality Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Parks Construction Manager	<ul style="list-style-type: none"> Manage construction and landscaping at City parks Manage construction and landscaping crews 	<ul style="list-style-type: none"> Trained in Park Management and Urban Forestry Working proficiency with GPS, GIS, and AutoCAD Working proficiency in site surveying techniques Basic Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Parks Construction Officer	<ul style="list-style-type: none"> Assist with the implementation of construction and landscaping projects at City parks Assist with construction and landscaping crews' administrative issues 	<ul style="list-style-type: none"> Trained in Park Management, Nursery Management, and Urban Forestry Working proficiency with GPS, GIS, and AutoCAD Working proficiency in site surveying techniques Basic Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Horticultural Maintenance Manager	<ul style="list-style-type: none"> Manage the maintenance plan and upkeep of living environment at City parks Manage park workers 	<ul style="list-style-type: none"> Trained in Park Management, Nursery Management, and Urban Forestry Working proficiency with GPS, GIS, and AutoCAD Working proficiency in site surveying techniques Basic Admin System trained ICDL Certified

		<ul style="list-style-type: none"> • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Facility Manager	<ul style="list-style-type: none"> • Manage the allocation of fuel and equipment 	<ul style="list-style-type: none"> • Basic Admin System trained • Logistics Management • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Transportation Manager	<ul style="list-style-type: none"> • Manage and coordinate the transport of Greenery Department vehicles and equipment • Prepare and manage the transportation plan • Manage the transportation employees 	<ul style="list-style-type: none"> • Basic Admin System trained • Logistics Management • Fleet Management • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Fuel Manager	<ul style="list-style-type: none"> • Oversee the allocation of fuel for Greenery Department drivers 	<ul style="list-style-type: none"> • Basic Admin System trained • Logistics Management • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Irrigation Manager	<ul style="list-style-type: none"> • Oversee watering and irrigation of trees and plants at City parks, street medians, and traffic circles 	<ul style="list-style-type: none"> • Trained in Park Management, Nursery Management, and Urban Forestry • Working proficiency with GPS, GIS, and AutoCAD • Working proficiency in site surveying techniques • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking

		<p>Systems</p> <ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Environmental Protection Manager	<ul style="list-style-type: none"> • Implement public awareness programs about parks and the environment in Kabul City. 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Street Median Manager	<ul style="list-style-type: none"> • Oversee the maintenance of street medians and circles. 	<ul style="list-style-type: none"> • Trained in Park Management and Urban Forestry • Working proficiency with GPS, GIS, and AutoCAD • Working proficiency in site surveying techniques • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Park Officer (16)	<ul style="list-style-type: none"> • Overseeing workers at assigned parks • Prepare daily reports and take attendance 	<ul style="list-style-type: none"> • Trained in Park Management, Nursery Management, and Urban Forestry • Working proficiency with GPS, GIS, and AutoCAD • Working proficiency in site surveying techniques • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

Based on the assessment of staff skills and department priorities the following training plan is recommended:

Training	Year 1	Year 2	Year 3
Project Management		✓	✓
ICDL	✓	✓	
Administrative Systems		✓	
English		✓	✓

Leadership		✓	✓
Basic Office Skills		✓	✓
KM Policies		✓	✓
Logistics Management		✓	✓
Park Management		✓	
Nursery Management		✓	
GIS		✓	
GPS		✓	
CAD		✓	✓
Urban Forestry		✓	
Total Station		✓	
Hygiene and Worker Safety	✓	✓	✓

12. Urban Planning Department

Kabul Municipality's Department of Urban Planning is the primary body responsible to design and oversee the implementation of the *Kabul City Master Plan* which is currently under development. The legal basis for the Municipality's authority in this area resides in the 2000/1397 Law on Municipalities which stipulates that

"The departments of Central Engineering and Urban Planning....shall prepare and modify master plans in cooperation and consultation with the municipalities and shall be implemented by the municipality after being confirmed by the Council of Minister and approved by the head of the Islamic Emirate of Afghanistan."

The law further specifies that the Municipality is obliged to:

"Adopt measures for the allotment of land-plots for the construction of residential houses and commercial sites in accordance with the relevant law provision." Article 4 (9)

"Expropriate land in accordance with the provisions of the land expropriation law." Article 4 (10)

"Determine the location of slaughterhouses..." Article 4 (27)

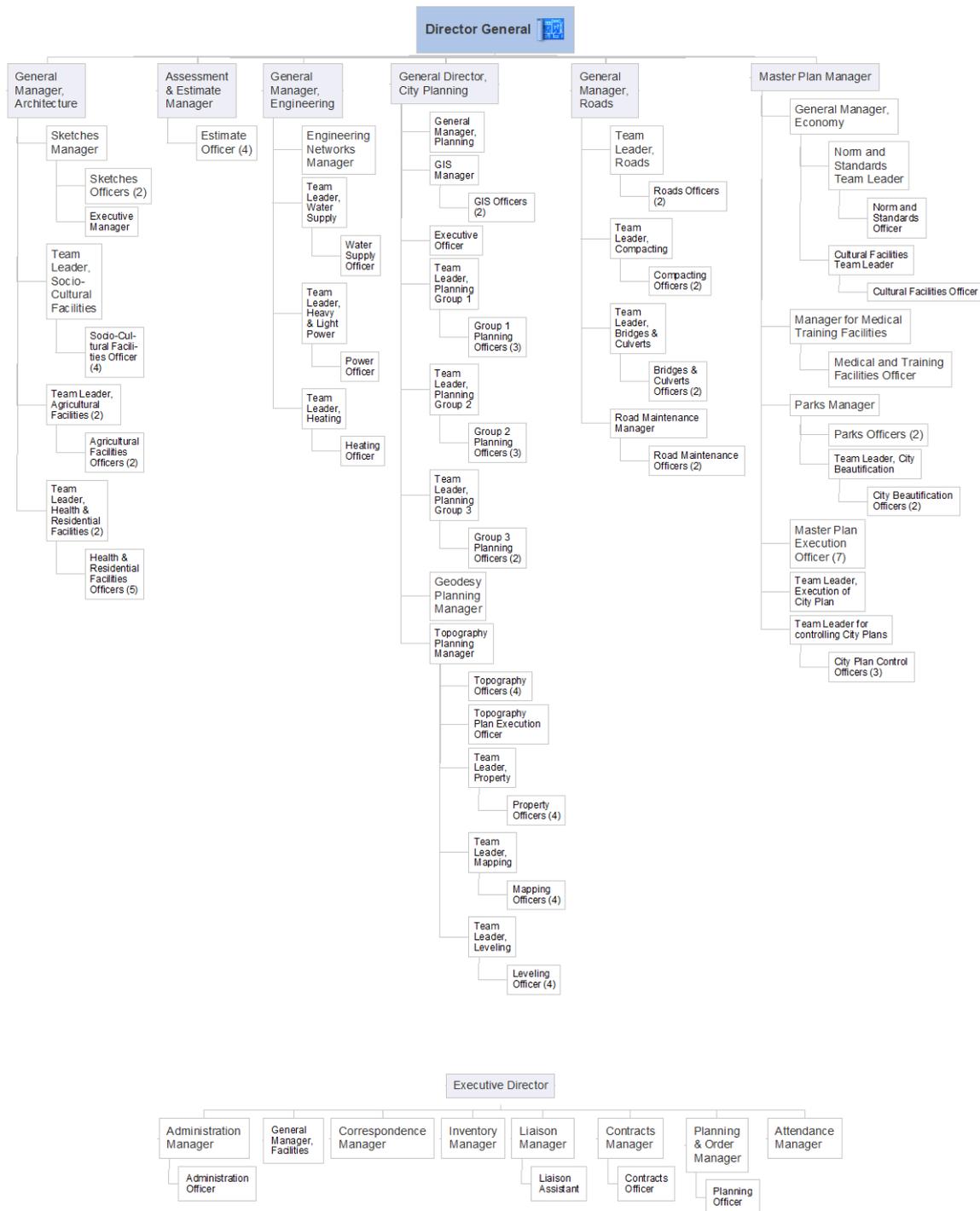
"Allocate burying grounds for internment of the dead (graveyards)." Article 4 (33)

"Prevent arbitrary construction of buildings with the help of security authorities of the relevant areas." Article 4 (37)

Currently, the Department reports that it undertakes activities in five areas to fulfill the obligations enumerated above:

- Designing, preparing and editing Kabul city masterplan
- Designing detailed plans

The Department is supported by a staff of 133, led by a Director General and two Deputy Directors (technical and administrative). Technical sub departments include Road Construction, Asphalt Production, Street Lighting, Transportation,



Achieving the department’s objectives and obligations requires staff expertise in:

- Computer Aided Drafting;
- Global Information Systems (GIS);
- Global Positioning Software (GPS); and
- Site Surveying.

The chart below shows how these core competencies are divided among positions on the *tashkil*.

Position	Function	Core Competencies
Director	• Direct the department’s strategy,	• Trained in CAD, GIS, and

	activities, and finances	<p>GPS</p> <ul style="list-style-type: none"> • Trained in Site surveying • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with Executive Leadership techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Correspondence Manager	<ul style="list-style-type: none"> • Provide administrative support for DG 	<ul style="list-style-type: none"> • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Administration Manager (1)	<ul style="list-style-type: none"> • Provide administrative support to department 	<ul style="list-style-type: none"> • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Attendance Manager (1)	<ul style="list-style-type: none"> • Track and record department staff attendance 	<ul style="list-style-type: none"> • Basic Admin System trained • ICDL Certified • Basic Human Resources trained • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

Inventory Manager (1)	<ul style="list-style-type: none"> • Manage department equipment 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Planning and Order Manager	<ul style="list-style-type: none"> • Provide administrative support for department 	<ul style="list-style-type: none"> • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Planning Officer (2)	<ul style="list-style-type: none"> • Provide administrative support for department 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Contracts Manager	<ul style="list-style-type: none"> • Providing administrative support to the department • Filing of contracts 	<ul style="list-style-type: none"> • Contracts Management trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Member of Contracts	<ul style="list-style-type: none"> • Providing administrative support to the department • Filing contacts 	<ul style="list-style-type: none"> • Contracts Management trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

Liaison Manager	<ul style="list-style-type: none"> • Process necessary paperwork in support of department activities 	<ul style="list-style-type: none"> • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Liaison Assistant	<ul style="list-style-type: none"> • Provide administrative support 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Sketch Issuance Manager	<ul style="list-style-type: none"> • Managing the issuance of maps. 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Sketch Issuance Officer (2)	<ul style="list-style-type: none"> • Keep the sketches in a safe place • Maintain the confidentiality of the sketches • Providing administrative support to the department 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
General Manager for Facility	<ul style="list-style-type: none"> • Maintain department facilities 	<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • GIS • English • Computer
Executive	<ul style="list-style-type: none"> • Executing administrative tasks for 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and

Manager	the department	<ul style="list-style-type: none"> GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
General Manager, Architecture	<ul style="list-style-type: none"> Draft project designs 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Team Leader, Socio-Cultural Facilities	<ul style="list-style-type: none"> Identify, build, and help maintain socio-cultural locations in Kabul city 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Socio-cultural Facilities Officers (4)	<ul style="list-style-type: none"> Assist to identify, build, and help maintain socio-cultural locations in Kabul city 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Team Leader, Agricultural Facilities (2)	<ul style="list-style-type: none"> Identify, build, and help maintain agricultural locations in Kabul city 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Agricultural Facilities Officer (2)	<ul style="list-style-type: none"> Assist to identify, build, and help maintain agricultural locations in Kabul city 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying

		<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Team Leader, Health and Residential Facilities (2)	<ul style="list-style-type: none"> • Design and maintain civil and industrial buildings in Kabul city 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Health and Residential Facilities Officers (5)	<ul style="list-style-type: none"> • Assist with the design and maintenance of civil and industrial buildings 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Property Valuation Manager	<ul style="list-style-type: none"> • Assess the value of properties for the purpose of taxation 	<ul style="list-style-type: none"> • Land Valuation • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Property Valuation Officer (4)	<ul style="list-style-type: none"> • Assess the value of properties for the purpose of taxation 	<ul style="list-style-type: none"> • Land Valuation • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
General Manager of Engineering	<ul style="list-style-type: none"> • Manage engineering components of designs 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying

		<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Engineering Networks Manager	<ul style="list-style-type: none"> • Assist with engineering components of designs 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Water Supply Team Leader	<ul style="list-style-type: none"> • Design water supply systems for plans 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Water Supply Officer	<ul style="list-style-type: none"> • Assist with the design of water supply systems 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Team Leader, Heavy and Light power	<ul style="list-style-type: none"> • Design power networks 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Heavy and Light Power Officer	<ul style="list-style-type: none"> • Assist with the design of power systems 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time

		<p>management, writing for the workplace)</p> <ul style="list-style-type: none"> • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Team Lead, Heating & Cooling Systems	<ul style="list-style-type: none"> • Design heating and cooling systems 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Heating & Cooling Systems Officer	<ul style="list-style-type: none"> • Assist with the design of heating and cooling systems 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
General Director of City Planning	<ul style="list-style-type: none"> • Prepare plans for residential and commercial areas of Kabul City 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Executive Director	<ul style="list-style-type: none"> • Provide administrative assistance for the department 	<ul style="list-style-type: none"> • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Geodesy Planning Manager	<ul style="list-style-type: none"> • Prepare longitudinal and transverse profiles of streets showing the elevation, width interface and length interface • Prepare survey plans, topography 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time

	for technical and detailed plans and cartogram	management, writing for the workplace) <ul style="list-style-type: none"> Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Team Leader for Leveling	<ul style="list-style-type: none"> Level residential areas, townships, squares, commercial area, high rise buildings, airport according to the survey plan 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Leveling Officer (4)	<ul style="list-style-type: none"> Assist with developing plans for leveling areas 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Team Leader for Mapping	<ul style="list-style-type: none"> Prepare maps 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Mapping Officers (4)	<ul style="list-style-type: none"> Assist with the preparation of maps 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Property Team Leader	<ul style="list-style-type: none"> Prepare property plans 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace)

		<ul style="list-style-type: none"> Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Property Officers (4)	<ul style="list-style-type: none"> Maintain department's property records 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Topography Manager	<ul style="list-style-type: none"> Conduct topographical analysis of work sites. 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Topography Officers (5)	<ul style="list-style-type: none"> Assist with topographical analysis of work sites 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Paving Roads General Manger	<ul style="list-style-type: none"> Coordinate construction of roads with the City Master Plan 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Administratio n Officer	<ul style="list-style-type: none"> Provide administrative support for department 	<ul style="list-style-type: none"> Basic Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace)

		Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Team Leader, Roads	<ul style="list-style-type: none"> Oversee construction of new roads 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Roads Officers (2)	<ul style="list-style-type: none"> Supervise road construction 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Team Leader, Bridges and Culverts	<ul style="list-style-type: none"> Design bridges, culverts, canals, and standard walls 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Bridges and Culverts Officers (2)	<ul style="list-style-type: none"> Help in designing bridges, culverts, canals, and standard walls 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Team Leader, Compacting	<ul style="list-style-type: none"> Carryout all activities related to compacting 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies

		(Human Resource, Anti-Corruption, Procurement)
Compacting Officer (2)	<ul style="list-style-type: none"> Assist with activities related to compacting 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Road Maintenance Manager	<ul style="list-style-type: none"> Oversee road repairs 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Road Maintenance Officer (2)	<ul style="list-style-type: none"> Assist in preparing and implementing road maintenance plan 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Planning General Manager	<ul style="list-style-type: none"> Organizing detailed plans, long residential buildings and short residential buildings, recreational areas, sport court, service, business centers, cultural and educational in accordance with master plan 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Executive Member of Planning	<ul style="list-style-type: none"> Implement all plans of the Planning general manager 	<ul style="list-style-type: none"> Trained in CAD, GIS, and GPS Trained in Site surveying ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

Planning Team Leaders (3)	<ul style="list-style-type: none"> • Prepare and design detailed residential, commercial, and greenery plans based on Kabul Master Plan 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Planning Officers (9)	<ul style="list-style-type: none"> • Help prepare and design detailed residential, commercial, and greenery plans based on Kabul Master Plan 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
GIS Manager	<ul style="list-style-type: none"> • Manage the database/ data management and GIS technical teams 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
GIS Officers (2)	<ul style="list-style-type: none"> • Help manage the database/ data management and GIS technical teams 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Parks Manager	<ul style="list-style-type: none"> • Prepare a detailed master plan of parks and greenery in Kabul city 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Parks Officer (2)	<ul style="list-style-type: none"> • Assist with preparation of master greenery plan 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS

		<ul style="list-style-type: none"> • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
City Beautification Team Leader	<ul style="list-style-type: none"> • Manage the road amenities • Help in traffic management • Lead the traffic management in close consultation of Traffic Department • Make sure city's health solid waste management development are clean and also roads, gutters & at the public places etc. • Pollution check on traffic • Working closely with greenery department on keeping the city clean and green 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
City Beautification Officer (2)	<ul style="list-style-type: none"> • Help the team leader in implementing all functions related to Beautification of city 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Master Plan Manager	<ul style="list-style-type: none"> • Monitor construction in relation to city master plan 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Master Plan Officer	<ul style="list-style-type: none"> • Assist to monitor construction in relation to city master plan 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Team Leader, Execution of	<ul style="list-style-type: none"> • Provide information of city plans in project planning stage 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS

City Plan		<ul style="list-style-type: none"> • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Execution of City Plan Officers (6)	<ul style="list-style-type: none"> • Provide information of city plans in project planning stage 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Team Leader, Controlling City Plans	<ul style="list-style-type: none"> • Oversee the allocation of property in accordance with the master plan 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Controlling City Plans Officers (3)	<ul style="list-style-type: none"> • Assist with the allocation of property in accordance with the master plan 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Manager, Medical Center	<ul style="list-style-type: none"> • Provide medical services and first aid training to all urban planning staff 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Medical Center Officer	<ul style="list-style-type: none"> • Assist with the provision of medical services and first aid training for all urban planning staff 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified

		<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
General Manager for Economy	<ul style="list-style-type: none"> - Calculate appropriate project costs 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Norm and Standard Team Leader	<ul style="list-style-type: none"> • Assist with calculation of project finances 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Norm and Standard Officer	<ul style="list-style-type: none"> • Assist with calculation of project finances 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Cultural Facilities Team Leader	<ul style="list-style-type: none"> • Prepare designs for cultural facilities 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Cultural Facilities Officer	<ul style="list-style-type: none"> • Assist with the design of cultural facilities 	<ul style="list-style-type: none"> • Trained in CAD, GIS, and GPS • Trained in Site surveying • ICDL Certified • Basic Office Skills (Time management, writing for

		the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
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Based on the assessment of staff skills and department priorities the following training plan is recommended:

Training	Year 1	Year 2	Year 3
Project Management		✓	✓
ICDL	✓	✓	
Administrative Systems		✓	
English		✓	✓
Leadership		✓	✓
Basic Office Skills		✓	✓
KM Policies		✓	✓
GIS		✓	
GPS		✓	
CAD		✓	✓
Total Station	✓		
Hygiene and Worker Safety		✓	✓
Civil 3D		✓	
Urban Planning Economy		✓	
Power Supply Design		✓	
Water Supply Design		✓	

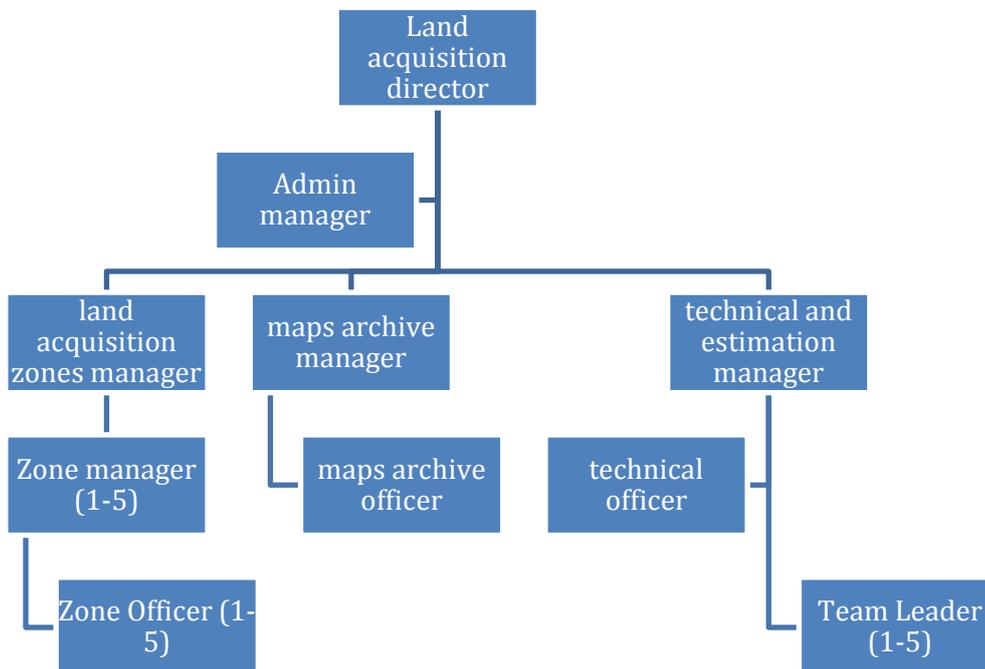
13.Land Acquisition Department

Kabul Municipality’s Department of Land Acquisition acquires land for the municipality through purchase and expropriation. The legal basis for the Municipality’s authority in this area resides in the 2000/1397 Law on Municipalities which stipulates that the Municipality is obliged to:

“Adopt measures for the allotment of land-plots for the construction of residential houses and commercial sites in accordance with the relevant law provision.” Chapter 4 (9)

“Expropriate land in accordance with the provisions of the land expropriation law.” Chapter 4 (10)

The Department is supported by a staff of 37, led by a Director. Technical sub departments include Zoning and Land Valuation.



Achieving the department’s objectives and obligations requires staff expertise in:

- Legal and Procedural Land Practices
- Property Valuation
- Policy Development
- Appeals Processes

The chart below shows how these core competencies are divided among positions on the *tashkil*.

Position	Function	Core Competencies
Director	<ul style="list-style-type: none"> • Direct the strategy, activities, and finances of the Department 	<ul style="list-style-type: none"> • Trained in legal and procedural land practices • Trained in Policy Development • Appeals Processes • PMI Certified • ICDL Certified, working familiarity with management software (MS Project)

		<ul style="list-style-type: none"> • Basic English • Familiar with Executive Leadership Techniques • Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking systems
Administrative Manager	<ul style="list-style-type: none"> • Oversee all administrative support for the department 	<ul style="list-style-type: none"> • Admin system trained • ICDL Certified • Basic Human Resources Training • Familiar with Basic Accounting and Kabul Municipality Budget and Financial Tracking Systems • Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)
Administrative Officer (2)	<ul style="list-style-type: none"> • Provide administrative support for the department 	<ul style="list-style-type: none"> • Admin system trained • ICDL Certified • Basic Human Resources Training • Familiar with Basic Accounting and Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)
Zoning Manager	<ul style="list-style-type: none"> • Responsible for managing zoning of properties and preparing deeds of property • Manage zone officers 	<ul style="list-style-type: none"> • Trained in legal and procedural land practices • Trained in Policy Development • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)
Zoning Officer (5)	<ul style="list-style-type: none"> • Zoning properties and preparing property deeds 	<ul style="list-style-type: none"> • Trained in legal and procedural land practices • Trained in Policy Development • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the

		<ul style="list-style-type: none"> workplace) Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)
Zoning Assistant (5)	<ul style="list-style-type: none"> Assist in the zoning of properties 	<ul style="list-style-type: none"> Trained in legal and procedural land practices Trained in Policy Development ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)
Technical and Estimation General Manager	<ul style="list-style-type: none"> Reviewing the related documents Implementing the land acquisition plan 	<ul style="list-style-type: none"> Property Valuation Appeals Processes PMI Certified ICDL Certified Familiar in Leadership and Teambuilding Techniques Familiar with Kabul Municipality Budget and Financial Tracking Systems Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)
Administrative Assistant, Technical and Estimation Unit (4)	<ul style="list-style-type: none"> Provide administrative support to the Technical and Estimation Unit 	<ul style="list-style-type: none"> Admin system trained ICDL Certified Basic Human Resources Training Familiar with Basic Accounting and Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)
Land Valuation Officer (5)	<ul style="list-style-type: none"> Land valuation 	<ul style="list-style-type: none"> Property Valuation ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)

Land Valuation Assistant (10)	<ul style="list-style-type: none"> Assisting with land valuation 	<ul style="list-style-type: none"> Property Valuation ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)
Team leader (1-5)	<ul style="list-style-type: none"> Land acquisition 	<ul style="list-style-type: none"> ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement) Administration systems
Land acquisition team member (1-5)	<ul style="list-style-type: none"> Land acquisition 	<ul style="list-style-type: none"> ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement) Administration systems
Maps archive manager	<ul style="list-style-type: none"> Archiving maps 	<ul style="list-style-type: none"> ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement) Administration systems
Maps archive member	<ul style="list-style-type: none"> Archiving maps 	<ul style="list-style-type: none"> ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)

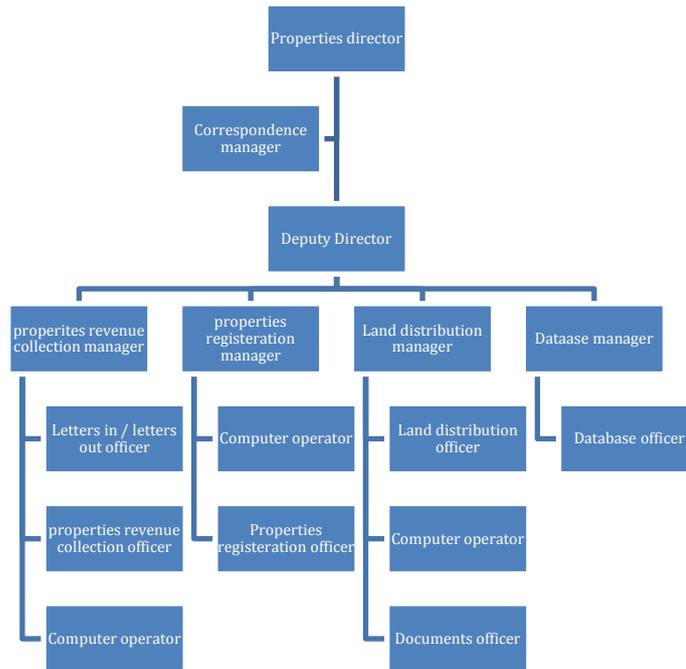
		Resource, Anti-Corruption, Procurement) • Administration systems
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Based on the assessment of staff skills and department priorities the following training plan is recommended:

Training	Year 1	Year 2	Year 3
Project Management		✓	✓
ICDL	✓	✓	
Administrative Systems		✓	
English		✓	✓
Leadership		✓	✓
Basic Office Skills		✓	✓
KM Policies		✓	✓
Logistics Management		✓	✓
Legal and Procedural Land Practices		✓	✓
Property Valuation		✓	✓
Database		✓	
Survey equipment as total station etc.		✓	

14. Properties Department

Kabul Municipality's Department of Land Distribution is responsible for selling and granting municipal land. The Department is supported by a staff of 30, led by a Director and Deputy Director. Technical sub departments include Land Distribution, Land Registration, and Property Tax Collections.



Achieving the department’s objectives and obligations requires staff expertise in:

- Legal and Procedural Land Practices
- Property Valuation
- Policy Development

The chart below shows how these core competencies are divided among positions on the *tashkil*.

Position	Function	Core Competencies
Director	<ul style="list-style-type: none"> • Direct all department strategy, activities, and finances • Develop policies • Control and monitoring • Planning • Coordination 	<ul style="list-style-type: none"> • Legal and Procedural Land Practices • Policy Development • PMI Certified • ICDL Certified, working familiarity with management software (MS Project) • Basic English • Familiar with Executive Leadership Techniques • Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking systems
Deputy Director	<ul style="list-style-type: none"> • Assume responsibilities of Director General in DG’s absence • Oversee implementation of department’s strategy, activities, and finances 	<ul style="list-style-type: none"> • Legal and Procedural Land Practices • Policy Development • PMI Certified • ICDL Certified, working familiarity with management software (MS Project) • Familiar with Executive Leadership Techniques • Basic English • Familiar with Kabul Municipality

		<p>Policies and Procedures (Human Resource, Anti-Corruption, Procurement)</p> <ul style="list-style-type: none"> Familiar with Kabul Municipality Budget and Financial Tracking systems
Correspondence Manager	<ul style="list-style-type: none"> Managing administrative support for land distribution 	<ul style="list-style-type: none"> Admin system trained ICDL Certified Basic Human Resources Training Familiar with Basic Accounting and Kabul Municipality Budget and Financial Tracking Systems Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)
Property Registration Manager	<ul style="list-style-type: none"> Manage property registration process 	<ul style="list-style-type: none"> Legal and Procedural Land Practices ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)
Property Registration Officer (2)	<ul style="list-style-type: none"> Support property registration process 	<ul style="list-style-type: none"> Legal and Procedural Land Practices ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)
Land Distribution Manager	<ul style="list-style-type: none"> Manage the distribution of property which has been identified by the Land Distribution Committee 	<ul style="list-style-type: none"> Legal and Procedural Land Practices ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)
Land Distribution Officer (12)	<ul style="list-style-type: none"> Support the distribution of property which has been identified by the Land Distribution Committee 	<ul style="list-style-type: none"> Legal and Procedural Land Practices ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems

		<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)
Property Tax Collection Manager	<ul style="list-style-type: none"> • Manage the collection of property tax 	<ul style="list-style-type: none"> • Legal and Procedural Land Practices • Property Valuation • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)
Property Tax Collection Officer (7)	<ul style="list-style-type: none"> • Support the collection of property tax 	<ul style="list-style-type: none"> • Legal and Procedural Land Practices • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)
Database Manager	<ul style="list-style-type: none"> • Manage the collection and recording of data 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)
Secretary	<ul style="list-style-type: none"> • Provide administrative support for the department 	<ul style="list-style-type: none"> • Admin system trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies and Procedures (Human Resource, Anti-Corruption, Procurement)

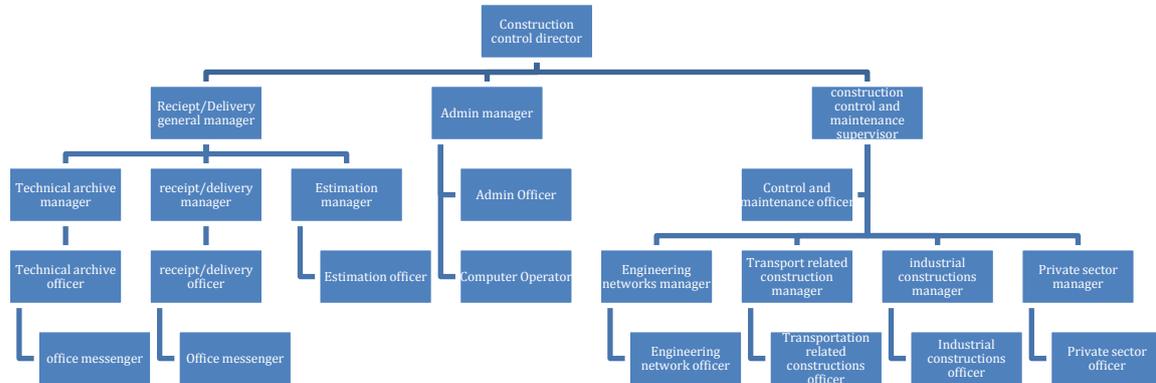
Based on the assessment of staff skills and department priorities the following training plan is recommended:

Training	Year 1	Year 2	Year 3
Project Management		✓	✓
ICDL	✓	✓	
Administrative Systems		✓	
English		✓	✓
Leadership		✓	✓
Basic Office Skills		✓	✓
KM Policies		✓	✓
Legal and Procedural Land Practices		✓	✓
Property Valuation		✓	✓
Policy Development		✓	✓

15. Construction Controls Department

Kabul Municipality's Department of Construction Controls coordinates with municipal departments to ensure adherence to municipal building codes in the construction of new building and structures.

The Department is supported by a staff of 36, led by a Director General and Deputy Director. Technical sub departments include Property Valuation, Engineering Networks, and Minerals Management.



Achieving the department’s objectives requires staff expertise in:

- Quality Assurance and Quality Control (QAQC);
- Property Valuation;
- Materials Analysis;
- Site Surveying;
- Computer Aided Drafting;
- GIS; and
- GPS.

The chart below shows how these core competencies are divided among positions on the *tashkil*.

Position	Function	Core Competencies
Director General	<ul style="list-style-type: none"> • Direct the strategy, activities and finances of the department 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with Executive Leadership techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul

		Municipality Budget and Financial Tracking Systems
Deputy Director	<ul style="list-style-type: none"> Oversee the implementation of the department's strategy, activities, and finances 	<ul style="list-style-type: none"> Trained in QAQC Trained in Materials Analysis Trained in Site Surveying Trained in Computer Aided Drafting programs, GIS, and GPS PMI Certified ICDL Certified, working familiarity with management software (MS Project, Mindjet) Basic English Familiar with Executive Leadership techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems
Administrative Manager	<ul style="list-style-type: none"> Manage administrative support for the department 	<ul style="list-style-type: none"> Admin System trained ICDL Certified Basic Human Resource Training Familiar with Kabul Municipality Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Administrative Officers (2)	<ul style="list-style-type: none"> Provide administrative support for department 	<ul style="list-style-type: none"> Admin System trained ICDL Certified Familiar with Kabul Municipality Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
General Manager of Projects	<ul style="list-style-type: none"> Oversee implementation of projects 	<ul style="list-style-type: none"> Trained in QAQC Trained in Materials Analysis Trained in Site Surveying Trained in Computer Aided

		<p>Drafting programs, GIS, and GPS</p> <ul style="list-style-type: none"> • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Leadership and Teambuilding Techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Project Manager	<ul style="list-style-type: none"> • Implement projects 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • Basic Admin System trained • Logistics Management • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Project Officers (3)	<ul style="list-style-type: none"> • Assist with the implementation of projects 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • Basic Admin System trained • Logistics Management • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Valuation Manager	<ul style="list-style-type: none"> • Property valuation 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Property Valuation

		<ul style="list-style-type: none"> • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Valuation Officers (3)	<ul style="list-style-type: none"> • Property Valuation 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Property Valuation • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Records Manager		<ul style="list-style-type: none"> • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Records Officer		<ul style="list-style-type: none"> • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

Control and Maintenance Manager	<ul style="list-style-type: none"> Control illegal and unplanned settlements 	<ul style="list-style-type: none"> Trained in QAQC Trained in Site Surveying Trained in Computer Aided Drafting programs, GIS, and GPS Basic Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Building Control & Maintenance Officers (2)	<ul style="list-style-type: none"> Assist with the control of illegal and unplanned settlements 	<ul style="list-style-type: none"> Trained in QAQC Trained in Site Surveying Trained in Computer Aided Drafting programs, GIS, and GPS Basic Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Industrial and Mineral Manager	<ul style="list-style-type: none"> Assist with the maintenance of structures 	<ul style="list-style-type: none"> Trained in QAQC Trained in Materials Analysis Trained in Site Surveying Trained in Computer Aided Drafting programs, GIS, and GPS Basic Admin System trained ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Industrial and Mineral Officers (2)	<ul style="list-style-type: none"> Provide administrative assistance 	<ul style="list-style-type: none"> Trained in QAQC Trained in Materials Analysis Trained in Site Surveying Trained in Computer Aided Drafting programs, GIS, and

		<ul style="list-style-type: none"> GPS • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Manager of City Transport Buildings	<ul style="list-style-type: none"> • Manage city transport buildings 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
City Transport Buildings Officers (7)	<ul style="list-style-type: none"> • Assist with management of city transport buildings 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Engineering Networks Manager	<ul style="list-style-type: none"> • Oversee engineering components in construction projects 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • Basic Admin System trained • ICDL Certified

		<ul style="list-style-type: none"> • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) <p>Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)</p>
Engineering Networks Officers (2)	<ul style="list-style-type: none"> • Oversee engineering components in construction projects 	<ul style="list-style-type: none"> • Trained in QAQC • Trained in Materials Analysis • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) <p>Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)</p>
Private Section Manager	<ul style="list-style-type: none"> • Allocate land within Kabul City for government use 	<ul style="list-style-type: none"> • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) <p>Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)</p>
Private Section Officers (3)	<ul style="list-style-type: none"> • Allocate land within Kabul City for government use 	<ul style="list-style-type: none"> • Trained in Site Surveying • Trained in Computer Aided Drafting programs, GIS, and GPS • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) <p>Familiar with Kabul Municipality Policies (Human</p>

		Resource, Anti-Corruption, Procurement)
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Based on the assessment of staff skills and department priorities the following training plan is recommended:

Training	Year 1	Year 2	Year 3
Project Management		✓	✓
ICDL	✓	✓	
Administrative Systems		✓	
English		✓	✓
Leadership		✓	✓
Basic Office Skills		✓	✓
KM Policies		✓	✓
QAQC		✓	
GIS		✓	
GPS		✓	
CAD		✓	
Materials Analysis		✓	
Total Station		✓	
Hygiene and Worker Safety		✓	✓

16. Cultural Affairs Department

Kabul Municipality's Department of Cultural Affairs is responsible for promoting cultural development and historical preservation in Kabul City. The legal basis for the Municipality's authority in this area resides in the 2000/1397 Law on Municipalities which stipulates that the Municipality is obliged to:

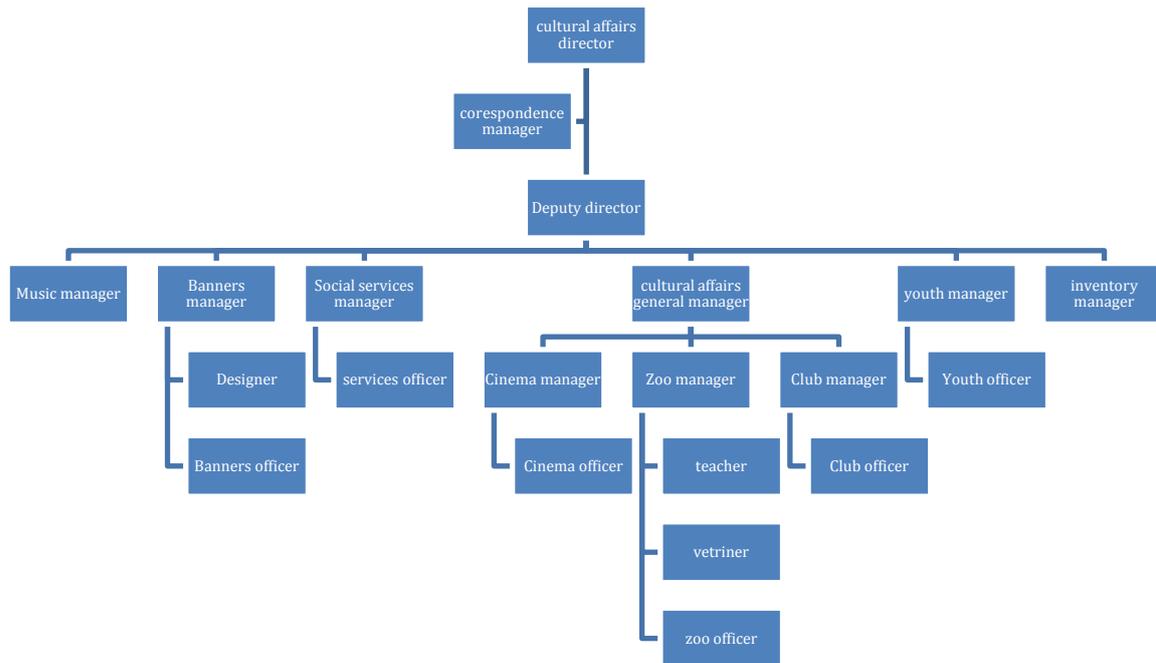
"Adopt measures for construction of... emporiums, markets and cultural and civic centers through the engagement of private investment in areas under planning to the extent possible." Chapter 4 (4)

"Adopt measures for providing assistance in promoting sports and physical training in accordance with Islamic morality." Chapter 4 (15)

"Adopt measures for providing assistance in preservation, maintenance and restoration of historical and cultural relics through attracting cooperation of the relevant departments." Chapter 4 (17)

"Adopt measures for organizing free of charge obsequies of the unidentifiable and heirless dead with the cooperation of the Red Crescent." Chapter 4 (34)

The Department is supported by a staff of 29, led by a Director General and a Deputy Director. Technical units include cinema management, Kabul Zoo management, Funeral Affairs, Music Library management, and Youth Affairs. The department is responsible for all billboards within city limits, and rental of these facilities helps to support the department's activities. The department is supported by three administrative staff.



Achieving the department’s objectives and obligations requires staff expertise management and project administration.

The chart below shows how these core competencies are divided among positions on the *tashkil*.

Position	Function	Core Competencies
Director	<ul style="list-style-type: none"> Direct department strategy, activities, and finances 	<ul style="list-style-type: none"> PMI Certified ICDL Certified, working familiarity with management software (MS Project, Mindjet) Basic English Familiar with Executive Leadership techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems
Cultural Affairs Deputy	<ul style="list-style-type: none"> Oversees the implementation of department strategy, activities, and finances Assume the responsibility of the Director General in the DG’s absence 	<ul style="list-style-type: none"> PMI Certified ICDL Certified, working familiarity with management software (MS Project, Mindjet) Basic English Familiar with Executive Leadership techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems
Correspondence Manager	<ul style="list-style-type: none"> Manage administrative support for the department 	<ul style="list-style-type: none"> ICDL Certified Familiar with Basic Accounting and

		<p>Kabul Municipality Familiar with Kabul Municipality Budget and Financial Tracking Systems</p> <ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Correspondence Officer	<ul style="list-style-type: none"> • Provide administrative support for the department 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Cultural Affairs Manager	<ul style="list-style-type: none"> • Manage cultural affairs activities 	<ul style="list-style-type: none"> • Basic Admin System trained • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Sign and Banners Manager	<ul style="list-style-type: none"> • Monitor and oversee the rental of billboards and signs within city limits 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Sign and Banners Officer (3)	<ul style="list-style-type: none"> • Assist with monitoring and overseeing rental of billboards and signs within city limits 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Inventory Manager	<ul style="list-style-type: none"> • Track and record inventory of goods and supplies for the department 	<ul style="list-style-type: none"> • Logistics Management • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-

		Corruption, Procurement)
Aryana Cinema Manager	<ul style="list-style-type: none"> • Manage cinemas within city limits 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Park Cinema Manager		
Khair Khana Cinema Manager		
Khair Khana Cinema Officer		
Kabul Zoo Manager	<ul style="list-style-type: none"> • Monitor and manage all sanitation, greenery and veterinary affairs of the Kabul Zoo 	<ul style="list-style-type: none"> • Basic Admin System trained • Logistics Management • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Kabul Zoo Officer (5)	<ul style="list-style-type: none"> • Support the management of Kabul Zoo 	<ul style="list-style-type: none"> • Basic Admin System trained • Logistics Management • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Barbur Garden Club Manager	<ul style="list-style-type: none"> • Manage Barbur Garden Services and staff • 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Barbur Garden Club Officer (2)	<ul style="list-style-type: none"> • Support management of services at Barbur Garden 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Social Services	<ul style="list-style-type: none"> • Manage funeral affairs 	<ul style="list-style-type: none"> • ICDL Certified

Manager		<ul style="list-style-type: none"> Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Social Services Officer	<ul style="list-style-type: none"> Support funeral affairs 	<ul style="list-style-type: none"> Logistics Management ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Music Manager	<ul style="list-style-type: none"> Manage the Kabul Musical Hall 	<ul style="list-style-type: none"> Logistics Management ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Youth Affairs Manager	<ul style="list-style-type: none"> Manage youth sports programs 	<ul style="list-style-type: none"> Basic Admin System trained Logistics Management ICDL Certified Familiar with Kabul Municipality Budget and Financial Tracking Systems Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Youth Affairs Officer (2)		

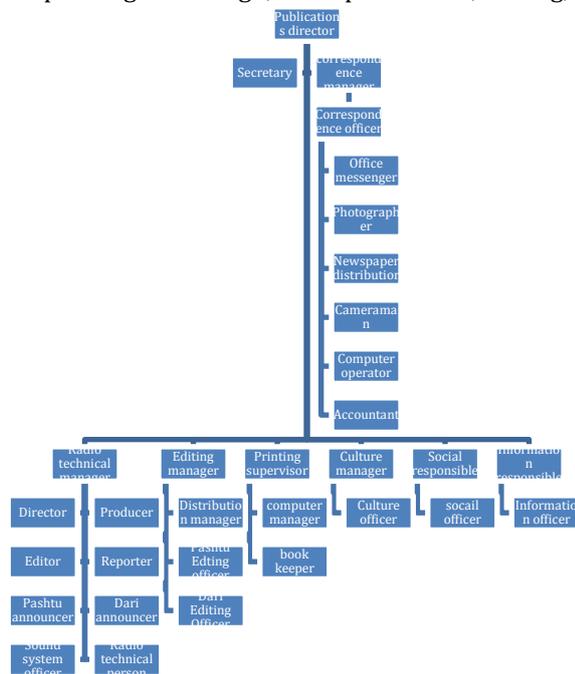
Based on the assessment of staff skills and department priorities the following training plan is recommended:

Training	Year 1	Year 2	Year 3
Project Management		✓	✓
ICDL	✓	✓	
Administrative Systems		✓	
English		✓	✓
Leadership		✓	✓
Basic Office Skills		✓	✓
KM Policies		✓	✓
Zoo management		✓	

Public awareness		✓	
Urban culture promotion		✓	

17. Publications Department

Kabul Municipality's Department of Publications is responsible for communicating municipal priorities and programs to Kabul residents. The Department is supported by a staff of 29, led by a Director. Technical units include printing and design, radio production, editing, and reporting.



Achieving the department's objectives and obligations requires staff expertise media communications. The Government Media and Information and Center (GMIC) provides a standard curriculum for all government communications staff as follows:

- Principles of Communications
- Communication Methodology
- Principles of Public Relations
- Media Law
- Government & Mass Communication
- Events Management
- Media Relations
- Report Writing
- Press Release Writing
- Audio Production
- Video Production
- Photography
- Graphic Design

The chart below shows how these core competencies are divided among positions on the *tashkil*.

Position	Function	Core Competencies
Director	<ul style="list-style-type: none"> Direct department strategy, activities, and finances 	<ul style="list-style-type: none"> PMI Certified ICDL Certified, working familiarity with management software (MS Project, Mindjet) Basic English Familiar with Executive Leadership techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems Familiar with Communications theory Familiar with Afghanistan Media Law Familiar with Media Relations Trained in news article and press release writing Trained in audio and video production and photography Trained in graphic design
Production & Design Officer	<ul style="list-style-type: none"> Oversee production and design of municipal communications materials, including <i>Pamir</i> magazine 	<ul style="list-style-type: none"> Familiar with Communications theory Familiar with Afghanistan Media Law Familiar with Media Relations Trained in news article and press release writing Trained in audio and video production and photography Trained in graphic design ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Computer Officer	<ul style="list-style-type: none"> Provide computer support for department 	<ul style="list-style-type: none"> Familiar with Communications theory Familiar with Afghanistan Media Law ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Librarian	<ul style="list-style-type: none"> Manage department records 	<ul style="list-style-type: none"> Familiar with Communications theory Familiar with Afghanistan Media Law

		<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Photographer	<ul style="list-style-type: none"> • Take photos for municipal communications materials 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in audio and video production and photography • Trained in graphic design • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Camera Operators (3)	<ul style="list-style-type: none"> • Record events for municipal records and communications materials 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • Trained in video production and photography • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Pamir Distributors (2)	<ul style="list-style-type: none"> • Distribute <i>Pamir</i> magazine to municipal staff 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Radio Production Officer	<ul style="list-style-type: none"> • Oversee production of radio spots in support of municipal communications 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • Trained in audio production

		<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Director	<ul style="list-style-type: none"> • Direct radio spots 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • Trained in audio production • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Producer	<ul style="list-style-type: none"> • Produce radio spots 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • Trained in audio production • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Editor	<ul style="list-style-type: none"> • Edit radio spots 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • Trained in audio production • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Reporter	<ul style="list-style-type: none"> • Conduct radio interviews and compile news stories 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations

		<ul style="list-style-type: none"> • Trained in news article and press release writing • Trained in audio production • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Dari Announcer	<ul style="list-style-type: none"> • Record radio announcements in Dari 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • Trained in audio production • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Pashtu Announcer	<ul style="list-style-type: none"> • Record radio announcements in Pashtu 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • Trained in audio production • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Sound Technician	<ul style="list-style-type: none"> • Responsible for sound quality of radio spots 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • Trained in audio production • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

Radio Technician	<ul style="list-style-type: none"> • Provide technical support in the production of radio spots 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • Trained in audio production • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Radio Assistants	<ul style="list-style-type: none"> • Provide assistance to radio production staff 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • Trained in audio production • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Editor	<ul style="list-style-type: none"> • Edit <i>Pamir</i> magazine 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Pashtu Editor	<ul style="list-style-type: none"> • Provide Pashtu translations for <i>Pamir</i> magazine 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-

		Corruption, Procurement)
Dari Editor	<ul style="list-style-type: none"> • Provide Dari translations for <i>Pamir</i> magazine 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Assistant Editor	<ul style="list-style-type: none"> • Assist with editing of <i>Pamir</i> magazine 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Reporters (9)	<ul style="list-style-type: none"> • Write news articles of <i>Pamir</i> magazine 	<ul style="list-style-type: none"> • Familiar with Communications theory • Familiar with Afghanistan Media Law • Familiar with Media Relations • Trained in news article and press release writing • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Secretary	<ul style="list-style-type: none"> • Provide administrative assistance for department 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)

Based on the assessment of staff skills and department priorities the following training plan is recommended:

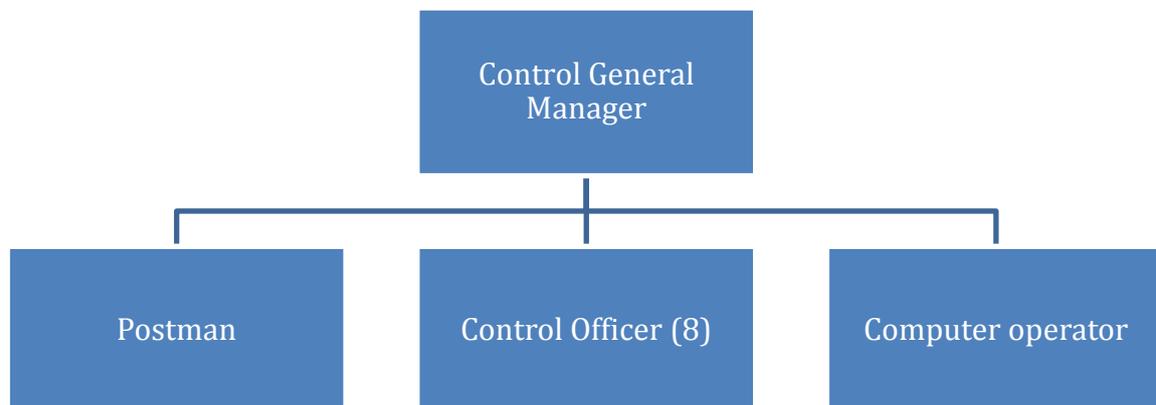
Training	Year 1	Year 2	Year 3
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Project Management	✓	✓	
ICDL	✓	✓	
English		✓	
Leadership		✓	
Basic Office Skills		✓	
KM Policies		✓	
Principles of Communication			
Communication Methodology		✓	
Principles of Public Relations		✓	
Media Law		✓	
Government & Mass Communication		✓	
Events Management		✓	
Media Relations		✓	
News Report Writing		✓	
Press Release Writing		✓	
Audio Production		✓	
Video Production		✓	
Photography		✓	
Graphic Design		✓	

18. Control Department

The main responsibility of the department is to control the financial, cash or inventories of Kabul Municipality.

The department is supported by 11 permanent staff which is being headed by a general manager.



Achieving the department's objectives and obligations requires staff expertise in:

- Finance
- Accounting
- IT and
- Procurement

The chart below indicates how these skills are divided among the positions in the tashkil.

Position	Function	Core Competencies
General manager	<ul style="list-style-type: none"> • Leading and managing the department 	<ul style="list-style-type: none"> • ICDL Certified • Basic English • Familiar with Executive Leadership techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office skills • Basic accounting
Control Officer (8)	<ul style="list-style-type: none"> • Controlling the financial, accounts, cash and inventory of the KM 	<ul style="list-style-type: none"> • ICDL Certified • Basic English • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office skills • Basic accounting
Computer Operator	<ul style="list-style-type: none"> • Typing and printing the letters 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office skills
Postman	<ul style="list-style-type: none"> • Taking the letters and documents to their relevant destinations 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office skills

Based on the assessment of staff skills and department priorities the following training plan is recommended:

Training	Year 1	Year 2	Year 3
ICDL	✓	✓	
English		✓	
Leadership		✓	
Basic Office Skills		✓	
KM Policies		✓	
Administrative systems		✓	

19. District Offices

Twenty two district offices implement the Municipality's projects and activities throughout the City. Each department's is composed of between 13 and 31 line staff representing the municipal departments. Each district office is led by a district manager who reports to the Deputy Mayor for Administration and Finance, ad line staff are expected to coordinate with their departments.

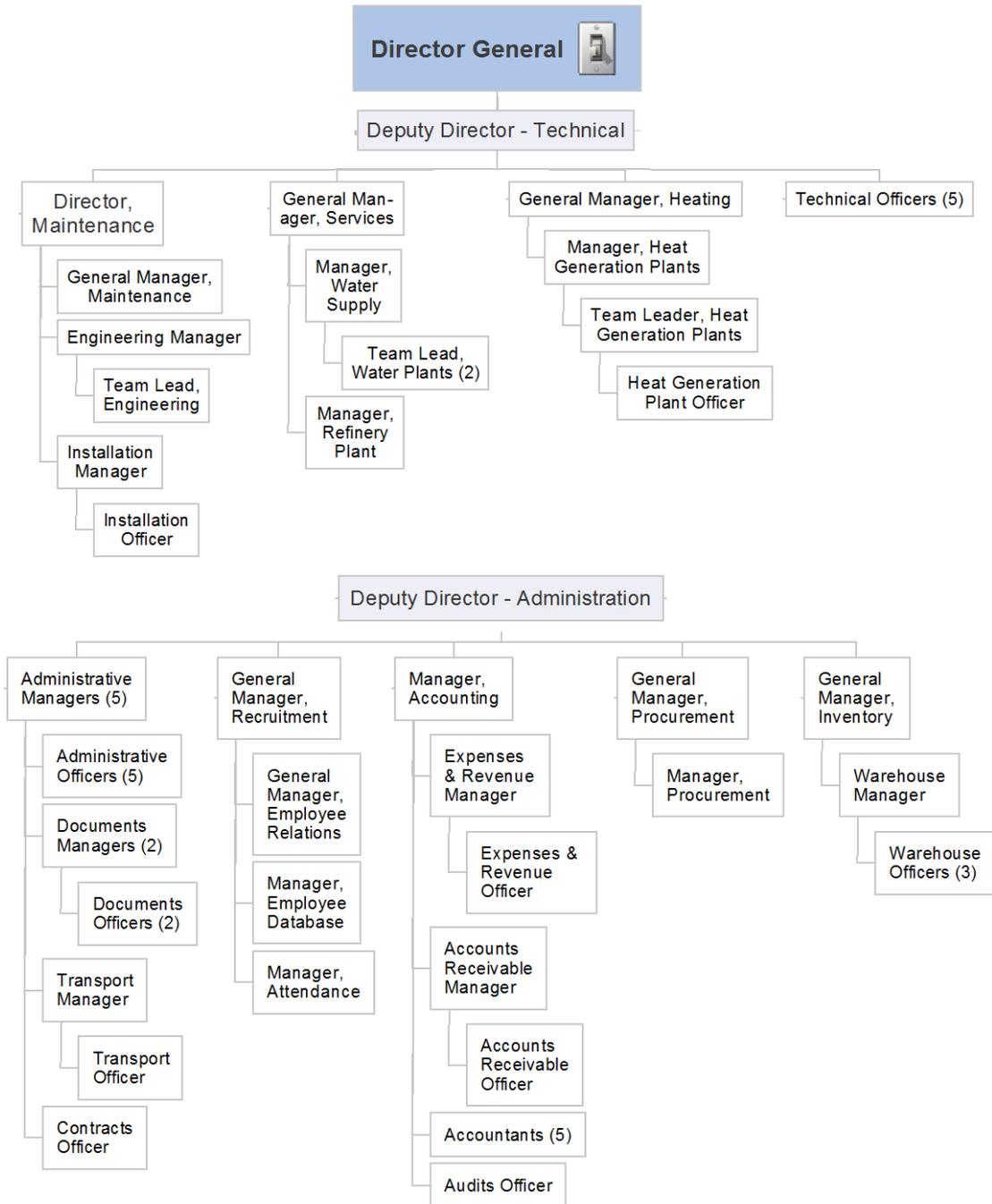
Achieving the department's objectives and obligations requires staff expertise in all major areas of the municipality's work and will be incorporated into relevant department trainings as appropriate.

Training	Year 1	Year 2	Year 3
ICDL	✓	✓	✓
Administrative Systems		✓	
English		✓	✓
Leadership		✓	✓
Financial Management		✓	✓
Policy Making		✓	✓
Basic Accounting		✓	✓
FMIS		✓	✓
Revenue Stream Generation		✓	✓
Design Programs (Etabs, Safe, Sap, Stdpro)			

Training	Year 1	Year 2	Year 3
Technical Engineer Courses	✓	✓	✓
AutoCAD		✓	
Total Station		✓	
Cost Estimation Management		✓	✓
Proposal Writing Training	✓	✓	✓
Global Positioning System		✓	✓
Geographic information System		✓	✓
Filling System		✓	✓
Market Management		✓	
City living culture		✓	
Relations establishments with people and their representatives		✓	

20. Microrayan Department

Kabul Municipality Microrayan Department is dedicated to the management of the four Microrayan apartment complexes in Kabul. These cities managed apartment's house approximately 7,000 Kabul families. Sixty two staff are responsible for basic maintenance and repairs, heat generation, and water supply for residents.



Achieving quality services for the residents of Microrayan requires staff expertise in:

- Facilities Management;
- Water Treatment;
- Heating/Air conditioning Repair;
- Basic Plumbing;
- Basic Electricity; and
- Basic Carpentry.

The chart below shows how these core competencies are divided among positions on the *taskil*.

Position	Function	Core Competencies
Director General	• Direct department strategy,	• PMI Certified

	activities, and finances	<ul style="list-style-type: none"> • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with Executive Leadership techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Facilities Management Trained
Deputy Director - Technical	<ul style="list-style-type: none"> • Direct the implementation of department strategy, activities, and finances • Assume responsibilities of the Director General in DG's absence 	<ul style="list-style-type: none"> • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with Executive Leadership techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Facilities Management trained
Deputy Director - Administration	<ul style="list-style-type: none"> • Direct administrative support for the department 	<ul style="list-style-type: none"> • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Basic English • Familiar with Executive Leadership techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Maintenance Director	<ul style="list-style-type: none"> • Direct maintenance for all apartment units 	<ul style="list-style-type: none"> • Facilities Management Trained • Water Treatment trained • Heating/Air conditioning Repair trained • Basic Plumbing trained • Basic Electricity trained • Basic Carpentry trained • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Leadership and Teambuilding Techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality

		Budget and Financial Tracking Systems
General Manager, Maintenance (4)	<ul style="list-style-type: none"> Oversee maintenance for all apartment units 	<ul style="list-style-type: none"> Facilities Management Trained Water Treatment trained Heating/Air conditioning Repair trained Basic Plumbing trained Basic Electricity trained Basic Carpentry trained PMI Certified ICDL Certified, working familiarity with management software (MS Project, Mindjet) Familiar with Leadership and Teambuilding Techniques Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Familiar with Kabul Municipality Budget and Financial Tracking Systems
Installation Manager	<ul style="list-style-type: none"> Manage all new appliance installation in apartment units 	<ul style="list-style-type: none"> ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Facilities Management Trained Water Treatment trained Heating/Air conditioning Repair trained Basic Plumbing trained Basic Electricity trained Basic Carpentry trained
Installation Officer	<ul style="list-style-type: none"> Assist with all new appliance installation in apartment units 	<ul style="list-style-type: none"> ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Facilities Management Trained Water Treatment trained Heating/Air conditioning Repair trained Basic Plumbing trained Basic Electricity trained Basic Carpentry trained
Engineering Manager	<ul style="list-style-type: none"> Manage all engineering projects for apartment units 	<ul style="list-style-type: none"> ICDL Certified Basic Office Skills (Time management, writing for the workplace) Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) Facilities Management Trained

		<ul style="list-style-type: none"> • Water Treatment trained • Heating/Air conditioning Repair trained • Basic Plumbing trained • Basic Electricity trained • Basic Carpentry trained
Team Leader, Engineering & Planning	<ul style="list-style-type: none"> • Implement all engineering projects for apartment units 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Facilities Management Trained • Water Treatment trained • Heating/Air conditioning Repair trained • Basic Plumbing trained • Basic Electricity trained • Basic Carpentry trained
General Manager, Services	<ul style="list-style-type: none"> • Manage all services for residents 	<ul style="list-style-type: none"> • Facilities Management Trained • Water Treatment trained • Heating/Air conditioning Repair trained • Basic Plumbing trained • Basic Electricity trained • Basic Carpentry trained • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Leadership and Teambuilding Techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Manager, Water Supply	<ul style="list-style-type: none"> • Manage water supply for all residents 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Facilities Management Trained • Water Treatment trained • Basic Plumbing trained
Team Leader, Water Plants (2)	<ul style="list-style-type: none"> • Manage water plant maintenance 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-

		Corruption, Procurement)
Technical Officers (5)	<ul style="list-style-type: none"> • Provide technical support for department 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Facilities Management Trained • Water Treatment trained • Heating/Air conditioning Repair trained • Basic Plumbing trained • Basic Electricity trained • Basic Carpentry trained
Manager, Refinery Plant	<ul style="list-style-type: none"> • Manage plant 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Facilities Management Trained • Water Treatment trained • Heating/Air conditioning Repair trained • Basic Plumbing trained • Basic Electricity trained • Basic Carpentry trained
General Manager, Heat Generation Plants	<ul style="list-style-type: none"> • Manage heat production and delivery for residents 	<ul style="list-style-type: none"> • Facilities Management Trained • Heating/Air conditioning Repair trained • Basic Electricity trained • PMI Certified • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Leadership and Teambuilding Techniques • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems
Manager, Heat Generation Plants	<ul style="list-style-type: none"> • Manage heat production for residents 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Facilities Management Trained • Heating/Air conditioning Repair trained • Basic Electricity trained
Team Leader,	<ul style="list-style-type: none"> • Manage heat delivery system 	<ul style="list-style-type: none"> • ICDL Certified

Heat Center (4)		<ul style="list-style-type: none"> • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Facilities Management Trained • Heating/Air conditioning Repair trained • Basic Electricity trained
Heat Generation Plant Officer	<ul style="list-style-type: none"> • Support heat production 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Facilities Management Trained • Heating/Air conditioning Repair trained • Basic Electricity trained
Administrative Managers (5)	<ul style="list-style-type: none"> • Manage administrative support for department 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
Administrative Officers (5)	<ul style="list-style-type: none"> • Provide administrative support for department 	<ul style="list-style-type: none"> • ICDL Certified • Basic Office Skills (Time management, writing for the workplace) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement)
General Manager, Recruiting	<ul style="list-style-type: none"> • Manage recruitment of department staff 	<ul style="list-style-type: none"> • Human Resource Management trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
General Manager, Employee Relations	<ul style="list-style-type: none"> • Manage personnel issues 	<ul style="list-style-type: none"> • Human Resource Management trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)

Manager, Employees Database	<ul style="list-style-type: none"> • Manage employee files 	<ul style="list-style-type: none"> • Human Resource Management trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
Manager, Attendance	<ul style="list-style-type: none"> • Track employee attendance 	<ul style="list-style-type: none"> • Human Resource Management trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
Expenses and Revenue Manager	<ul style="list-style-type: none"> • Manage department revenues and expenses 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
Expenses and Revenue Officer	<ul style="list-style-type: none"> • Track department revenues and expenses 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
Accounts	<ul style="list-style-type: none"> • Manage accounts receivable 	<ul style="list-style-type: none"> • Basic Accounting Trained

<p>Receivable Manager</p>		<ul style="list-style-type: none"> • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
<p>Account Receivable Officer</p>	<ul style="list-style-type: none"> • Provide support to manager 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
<p>Manager, Accounting (4)</p>	<ul style="list-style-type: none"> • Manage department accounting 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
<p>Accountants (5)</p>	<ul style="list-style-type: none"> • Support department accounting needs 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • ICDL Certified, working familiarity with management

		<ul style="list-style-type: none"> software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
Audits Officers (2)	<ul style="list-style-type: none"> • Audit department programs and finances 	<ul style="list-style-type: none"> • Basic Accounting Trained • FMIS Trained • Familiar with municipal revenue stream generation • RIAP • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Familiar with Kabul Municipality Budget and Financial Tracking Systems • Basic Office Skills (Time management, writing for the workplace)
General Manager, Procurement	<ul style="list-style-type: none"> • Manage procurements for department 	<ul style="list-style-type: none"> • Procurement trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
Manager, Procurement	<ul style="list-style-type: none"> • Assist with procurements for department 	<ul style="list-style-type: none"> • Procurement trained • ICDL Certified, working familiarity with management software (MS Project, Mindjet) • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
General Manager, Inventory	<ul style="list-style-type: none"> • Manage department inventory 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
Warehouse Manager	<ul style="list-style-type: none"> • Manage inventory warehouse 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Kabul Municipality Policies (Human Resource, Anti-

		<ul style="list-style-type: none"> Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
Warehouse Officer (3)	<ul style="list-style-type: none"> • Assist with management of inventory warehouse 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
Documents Managers (2)	<ul style="list-style-type: none"> • Manage department documents and files 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
Documents Officers (2)	<ul style="list-style-type: none"> • Assist with management of department documents and files 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
Transport Manager	<ul style="list-style-type: none"> • Manage department vehicles fleet 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
Transport Officer	<ul style="list-style-type: none"> • Assist with management of department vehicles fleet 	<ul style="list-style-type: none"> • ICDL Certified • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)
Contracts Officer	<ul style="list-style-type: none"> • Draft contracts in support of department activities 	<ul style="list-style-type: none"> • Contracts Management trained • ICDL Certified • Familiar with Kabul Municipality Policies (Human Resource, Anti-Corruption, Procurement) • Basic Office Skills (Time management, writing for the workplace)

Based on the assessment of staff skills and department priorities the following training plan is recommended:

Training	Year 1	Year 2	Year 3
Facilities Management	✓	✓	✓
ICDL	✓	✓	
Administrative Systems	✓	✓	
Water Treatment		✓	
Heating/Air Conditioning Repair		✓	
Basic Plumbing		✓	
Basic Electricity		✓	

Basic Carpentry		✓	
Basic Office Skills	✓	✓	✓
KM Policies		✓	✓

MONITORING, EVALUATION, TESTING, AND QUALIFICATION

To ensure the success of the *Master Training Plan* tests will be conducted at the end of each course which employees must pass in order to be considered qualified in a given area. Remedial training or tutoring will be arranged as necessary to ensure as many employees as possible successfully complete the training program.

As possible and appropriate international certification programs will be used to ensure Kabul Municipal employees receive the highest level of professional certification available. When international certification is not possible, a municipal certification process will be developed for specific skills areas.

Outstanding employees will be given the option of “testing out” of qualifications in which the employee has sufficient previous experience.

NEW STAFF ORIENTATION PROGRAM

A new staff orientation program will be organized in cooperation with the Human Resources Department to provide for the training needs of staff that will join the Municipality in the course of the program. Following the managerial and technical requirements outlined above the orientation program will aim to ensure that new staff begin their careers with the Municipality with a firm understanding of their responsibilities and the skills to fulfill them.

EXECUTIVE LEADERSHIP PROGRAM

An executive leadership program is an essential component of any organization’s ability to retain top junior staff, and to ensure that as senior and mid-level managers retire qualified leaders are able to take their place. The *Kabul Municipality Executive Leadership Program* would select 25 outstanding junior level employees each year who have demonstrated the potential to contribute to Kabul Municipality with advanced management and leadership training otherwise reserved for senior level managers.

Beginning in year two of the training plan, the 12-month program would cover:

- Project Management;
- Computer software for Managers;
- English; and
- Executive Leadership.

Candidates would be selected through a competitive process.